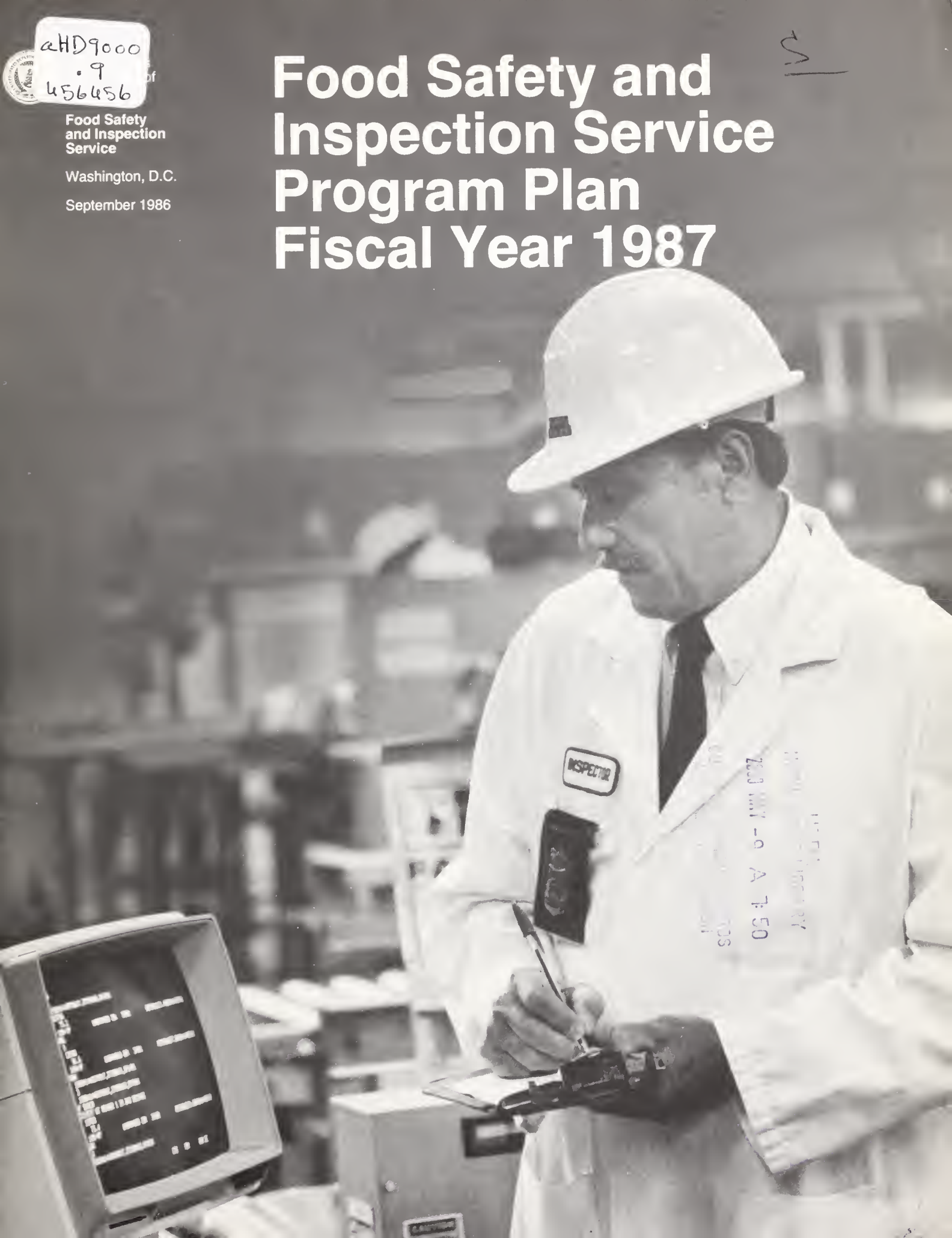


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Food Safety  
and Inspection  
Service

Washington, D.C.

September 1986

# Food Safety and Inspection Service Program Plan Fiscal Year 1987

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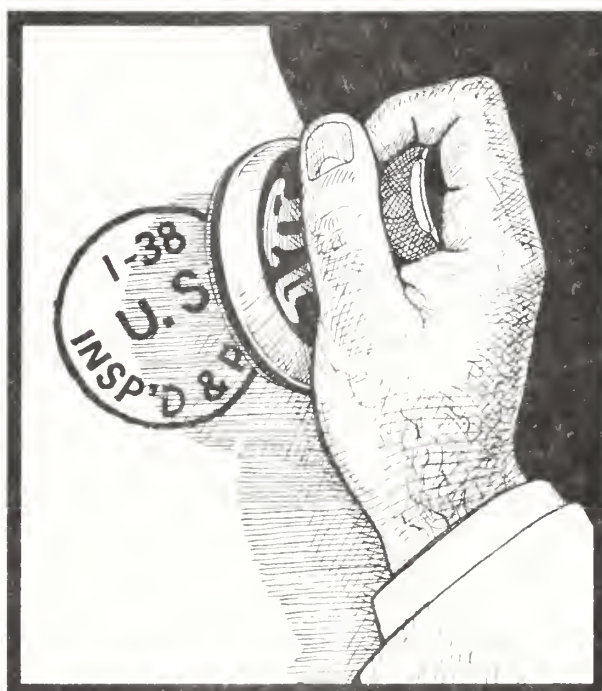
United States  
Department of  
Agriculture

**Food Safety  
and Inspection  
Service**

Washington, DC

September 1986

# Food Safety and Inspection Service Program Plan Fiscal Year 1987





## ABSTRACT

This report provides information on the Food Safety and Inspection Service programs for Fiscal Year 1987. It presents significant accomplishments of the past year, an overview of initiatives for FY 1987, and a feature article entitled, "Meeting the Challenges of the Future." It also outlines the goals, objectives, and projected accomplishments for each program area and the resources (annual full-time equivalent staff years and dollars) allocated to achieve them.



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# **Section I Administrator's Message**





## ADMINISTRATOR'S MESSAGE

I'm pleased to present the seventh edition of our Annual Program Plan. The Food Safety and Inspection Service (FSIS) employs 9,500 people and has an annual budget of \$408 million. The Agency has a diverse array of programs and objectives. The comprehensive Annual Plan describes the activities we undertake to provide consumers with safe, wholesome, and properly labeled meat and poultry products. This Plan also describes the new programs FSIS has undertaken to modernize in-plant inspection activities, make the label approval process less cumbersome, facilitate international trade, and eliminate illegal residues.

FSIS is committed to its goal of protecting the public health. Our record of consumer protection spans most of this century. We also recognize that modernization is essential to ensure that our program is carried out in the most effective and efficient manner. The report published in July, 1985, by the National Academy of Sciences (NAS) provided us with an objective view of the changes we have made in the inspection program. While supportive of our general direction, the NAS study told us where further progress should be made.

Last year, we reviewed the Academy's recommendations and subsequently developed options and strategic plans to be implemented. We are now in the process of implementing those plans. The current Program Plan reflects our attention and our commitment to making the meat and poultry inspection program even stronger.

A handwritten signature in black ink, appearing to read "D. Houston", is positioned above the typed name.

Donald L. Houston  
Administrator  
Food Safety and Inspection Service

September 1986  
Washington, D.C.



# Section II

## FSIS Overview



## FSIS OVERVIEW

### INTRODUCTION

The Food Safety and Inspection Service (FSIS) inspects domestic and imported meat and poultry food products to assure they are safe, wholesome, not economically adulterated and properly labeled. The Agency also monitors the activities of meat and poultry plants and related activities in allied industries, and establishes standards and approves labels for meat and poultry products.

FSIS's responsibility to protect the public from unwholesome and economically adulterated meat and poultry products is derived from the Federal Meat Inspection Act. The FSIS Plan for 1987 describes the activities each Agency component is planning to undertake as a contribution to this public protection mission. The Agency staff and dollar resources are summarized in Table 1 and illustrated by Figures 1 and 2.

The major sections of this plan, designated as program areas, correspond to program and staff offices. Each program area presents an abstract of its overall objectives and activities and a detailed plan of activities and sub-objectives for each of its organizational units along with associated staff and dollar resources. The plans in this document represent the Agency's best current estimate as to what activities it will be undertaking over the next year and are subject to revision as conditions warrant.

In addition to the Agency's planned program activities, this document also includes a summary of last year's accomplishments, major initiatives for FY 1987, Agency and program area organization charts, a feature article, "Meeting the Challenges of the Future," and appendices on the organizational structure and frequently used acronyms and terminology.

TABLE 1 - FSIS RESOURCES PLANNED: FY 1987

Program Area	FY 1987 Resources			
	FTE		Dollars (Millions)	
	Plan	Percent	Plan	Percent
1. International Programs	186	2	8.2	2
2. Meat and Poultry Inspection Operations	8,336	87	334.1	82
3. Meat and Poultry Inspection Technical Services	221	2	10.9	3
4. Science	378	4	20.3	5
5. Administrative Management <u>1/</u>	256	3	27.7	7
6. Equal Opportunity and Civil Rights Staff	9	<u>2/</u>	.4	<u>2/</u>
7. Information and Legislative Affairs Staff	47	<u>2/</u>	2.3	<u>2/</u>
8. Policy and Planning Staff	61	<u>2/</u>	2.4	<u>2/</u>
9. Review and Evaluation Staff	50	<u>2/</u>	2.4	<u>2/</u>
Total	9,544	100	408.6 <u>3/</u>	100

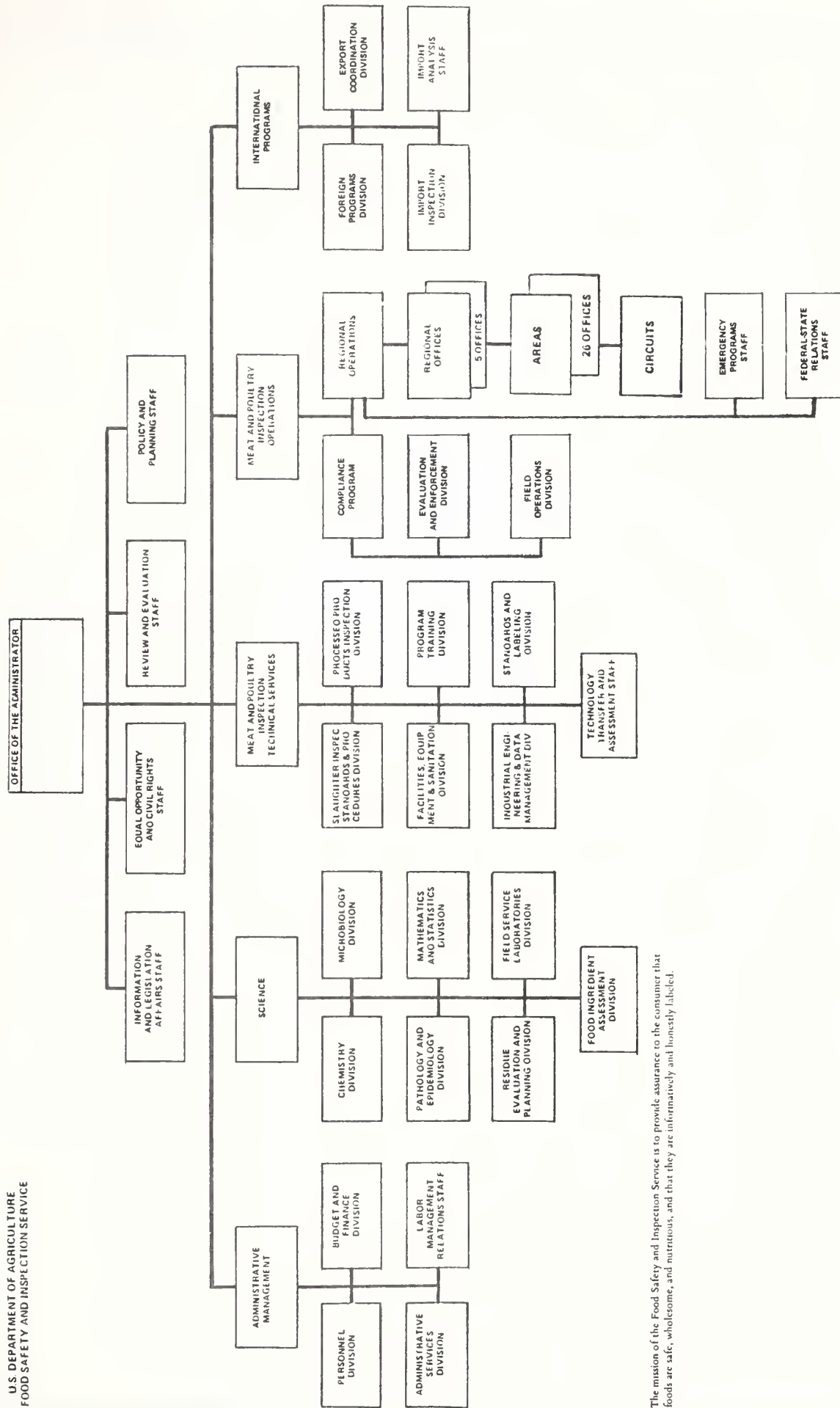
1/ Includes \$16.3 million for central and miscellaneous charges. These funds are for Agencywide use, and are not prorated among program areas and activities. Also includes Office of the Administrator.

2/ Less than one percent.

3/ Total funds include: \$365.8 million appropriation; \$42.0 million reimbursable; and \$.8 million trust funds. Individual program area amounts total \$408.7 million due to rounding.

Note: FTE represents annual full-time equivalent staff years.

U.S. DEPARTMENT OF AGRICULTURE  
FOOD SAFETY AND INSPECTION SERVICE



The mission of the Food Safety and Inspection Service is to provide assurance to the consumer that foods are safe, wholesome, and nutritious, and that they are informatively and honestly labeled.

# FSIS RESOURCES PLANNED - FY 1987

## FULL-TIME EQUIVALENT STAFF YEARS

FIGURE 1

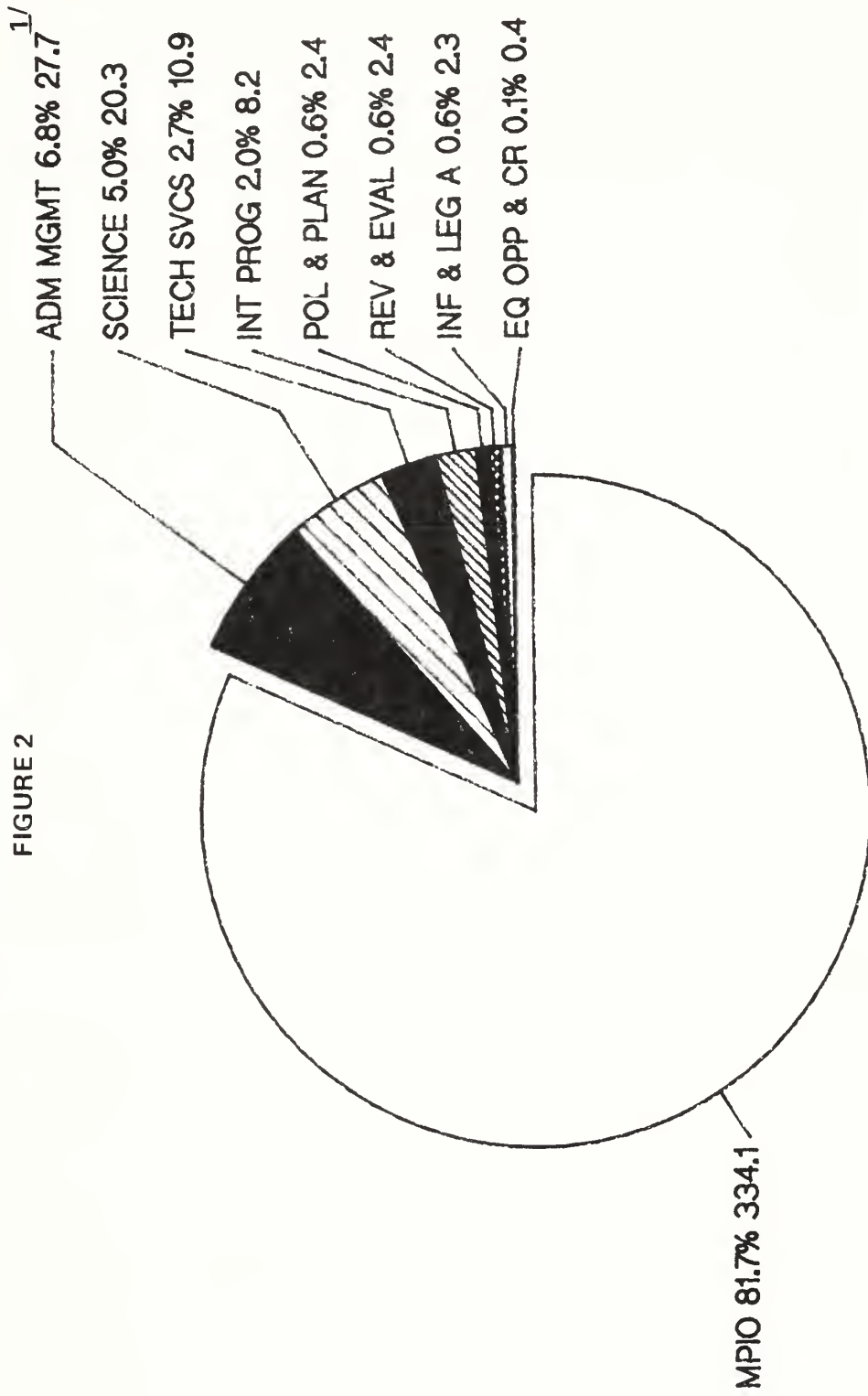


<sup>1/</sup> Includes Office of the Administrator and Central Support



# FSIS RESOURCES PLANNED - FY 1987 DOLLARS (MILLIONS)

FIGURE 2



<sup>1/</sup> Includes Office of the Administrator and Central Support



**Section III  
Significant  
Accomplishments  
for FY 1986**



## SIGNIFICANT ACCOMPLISHMENTS FOR FY 1986

### Agency Inspections

#### Livestock and Poultry Inspected

In FY 1986, an estimated 122 million livestock and 5.0 billion poultry were individually inspected at slaughter for the purpose of detecting and removing diseased, adulterated, or otherwise unwholesome animals from commercial food channels. Federal inspection was carried out in approximately 7,300 meat and poultry slaughtering and processing plants.

The Agency inspected 61 billion pounds of product at slaughter, 124 billion pounds of processed product, and 2 billion pounds of imported product. As a result of the inspection process, an estimated 836 million pounds of unwholesome and/or mislabeled meat and poultry products were removed from commercial food distribution channels.

#### Intensified Regulatory Enforcement

FSIS initiated the Intensified Regulatory Enforcement (IRE) Program in February 1984 to enhance enforcement in plants failing to meet regulatory requirements. Plants designated as IRE plants are inspected under a specially designed action plan to intensify oversight, including, where necessary, additional laboratory testing, assignment of additional inspectors, special training for inspectors, closer supervision, and the broader use of court injunctions. Since the program's inception, a total of 30 plants have been designated as IRE firms. Presently, there are 11 plants in the IRE Program.

### Inspection Systems

#### Streamlined Inspection System-Poultry

The Agency amended the inspection regulations on January 28, 1986, to establish a method of post-mortem inspection known as the Streamlined Inspection System (SIS). This new system was implemented in all poultry plants that once operated under Modified Traditional Inspection. SIS requires one or two inspectors and a Finished Products Standards (FPS) program for evaluating the wholesomeness and acceptability of finished product.

Plants are responsible for performing the necessary trim of designated defects on passed carcasses and for operating the FPS program. The new system will allow increased efficiency in allocating Agency resources and those of the poultry industry.

#### Streamlined Inspection System-Cattle

In FY 1986, the Streamlined Inspection System-Cattle (SIS-C) was tested in the pilot plant which originally tested the New Cattle Inspection System (NCIS). One additional plant was converted to the SIS-C with a plant-operated quality control (QC) system. A

test of the SIS-C was conducted in a third plant.

The SIS-C and SIS/AC-C regulation will become final in FY 1987 and the systems will be implemented in additional plants.

#### Streamlined Inspection System-Swine

In FY 1986, the Streamlined Inspection System-Swine (SIS-S) was tested in the original test pilot plant which originally tested the New Swine Inspection System (NSIS). One additional plant was converted to the SIS-S.

Additional pilot plants utilizing the SIS-S and SIS/QC-S are planned for FY 1987. A proposal on SIS-S and SIS/QC-S is to be published in FY 1987.

#### New Line Speed Inspection System

The regulation for the New Line Speed (NELS) Inspection System for broilers and Cornish game hens became effective November 23, 1984. Since becoming effective, 11 broiler plants have implemented NELS. This system required each plant to control the slaughtering process and assure product wholesomeness.

With the broiler industry becoming more familiar with quality control techniques and process controls, the Agency anticipates that additional plants will adopt the New Line Speed Inspection System in FY 1987.

#### New Turkey Inspection System

Since becoming a final rule on October 16, 1985, 11 turkey plants have implemented the New Turkey Inspection (NTI) System. This system requires each plant to control the slaughter process and assure product wholesomeness.

The Agency anticipates at least ten additional turkey plants going to the NTI System in FY 1987. The new system will provide more efficiency to the Agency and enable turkey plants to increase their productivity while continuing to assure safe and wholesome products for the consumer.

#### Cooperative Government/Industry Inspection System

The Cooperative Government/Industry Inspection System, which is also termed the "Third Generation System," is a continuation of the NELS inspection system for broilers and Cornish game hens. Computer terminals are installed at the inspection

stations on the NELS line so all inspector disposition activity data can be collected and monitored. Normal and correlated disposition data are collected and performance levels developed.

Plant employees are then placed at stations where computer terminals are located. They sort unwholesome birds or conditions from normal birds. Information entered on the computer is then statistically correlated to compare plant-employee sorters' performance to present Agency standards. This will take place prior to birds reaching the inspection station.

The Agency anticipates testing the expanded NELS system in one broiler and one turkey plant during FY 1987. Additional plants may adopt the system in cooperation with the Agency after they computerize their plants.

#### Livestock and Poultry Disease Reporting System

During FY 1986, FSIS continued developing trend analysis and exception reporting capabilities within the Livestock and Poultry Disease Reporting System. Work was initiated on edit checks to be added at the point of data entry. This will improve accuracy of data by identifying and correcting errors before they can enter the system.

In FY 1987, statistical methods for examining the data will continue to be developed. Trend analysis and exception reporting methodology will be further developed and incorporated with the exploration of inspection procedures specific to a region. The newly designed calf reporting forms will be used in FY 1987 as well as the modified forms which will include the ante-mortem findings and "U.S. suspects" data.

#### Food Processing

##### Trichina

During FY 1986, FSIS published a regulation to allow low doses of gamma irradiation to control trichina in fresh pork. The dose would sterilize the larvae, preventing reproduction of the larvae in the human which causes trichinosis.

In FY 1987, FSIS will continue to develop new techniques for affirming the safety of pork from trichinae through irradiation or through sampling tissue and analyzing trichinae cysts. The Agency will search for additional processing methods for dry-cured hams which can assure trichina-free product. FSIS will develop criteria which can be used to evaluate proposed processes.

### Use of Sorbates As Preservatives

In 1987, FSIS will publish a regulatory proposal for the use of sorbates as preservatives in meat and poultry products.

### Canning Regulations

The Agency will implement, during FY 1987, a new and comprehensive regulation for processors of thermally processed, shelf stable products. This is the first major revision of the canning regulation in many years and will be beneficial to canners and consumers.

## Standards and Labeling

### Standards and Labeling Policy Book

The Agency revised and reissued the Standards and Labeling Policy Book in a more compact and usable format for Agency personnel and industry. This policy book was updated to incorporate changes and to improve consistency and comprehension.

### Labeling System

Labeling system plans for FY 1987 are as follows:

- Develop and implement guidelines for use in labeling of protein sources, especially in products with an added water limit.
- Evaluate the automated label information system to improve usefulness of system through improved user accessibility, more timely data entry, and other means.
- Evaluate label handling and review procedures to improve efficiency and effectiveness.
- Publish a regulatory proposal for the labeling of irradiated pork.
- Develop a proposal for expiration of labels and purging of expired labels from active data files.
- Develop and publish a final regulation that would expand authority to approve labels for plants operating under a total quality control system.

## Performance System

### Team Problem Solving

For several years the approach used within the Agency to deal with individual inspection problems has been the Supervision of the Performance System (SPS). Because our inspection force is made up of people working together in teams, the principles behind this systematic way of problem solving have been incorpo-



rated into an additional management tool called Team Problem Solving (TPS).

Inspector and manager teams are taught to define problems, identify causes, develop solutions, prepare a plan of action, and then implement the action. Because of field trial success in IRE plants and other difficult problem situations, the Agency is implementing TPS nationwide at all field levels of team interaction.

## Training

### Expanded Supervisory Training Program

During FY 1986, a training program to teach field supervisory skills and functions of MPI was expanded. Supervisory skills introduced in the new curriculum for veterinary medical officer induction training included increased emphasis on oral and written communication, interpersonal relations, inspector/plant management relations, and other related subject areas.

In addition to presenting new or improved skills training to new supervisors, modified programs for experienced supervisors were developed for delivery to those field supervisors in need of refresher courses or updated skills training.

## Quality Control

### Voluntary Total Quality Control

In FY 1986, the Agency continued to expand its efforts to implement voluntary Total Quality Control (TQC). In FY 1986, 75 additional plants were added. Of the approximately 530 approved plants, 485 have implemented TQC systems. The potential for continued growth is good with more written proposals under review.

### Partial Quality Control Programs

The number of USDA-approved plant-operated Partial Quality Control (PQC) programs has expanded from 3,600 programs in 2,000 processing plants in FY 1985 to more than 4,500 programs in more than 2,300 processing plants in FY 1986. Approximately 78 different types of approved PQC programs are now being implemented by processors of meat and poultry products.

## Program Improvements

### Export Assistance

For some time, USDA has been engaged in discussions with the European Economic Community (EEC) about how its regulatory requirements will be applied to U.S. establishments that want to ship product to Europe. During the latter part of FY 1985, a technical assistance program was initiated jointly by USDA and the red meat industry to advise U.S. establishments on how to comply with EEC requirements so that U.S. trade to the EEC can continue. About 320 U.S. establishments have expressed interest in the voluntary program. Once an establishment decides to participate, a team visits the establishment to provide recom-

mendations on what needs to be done to meet EEC requirements. The makeup of a site-visit team varies depending on the establishment, but could include officials from USDA and the industry.

It is expected that after January 1, 1987, only those U.S. inspected establishments re-reviewed by the EEC and approved by its standing Veterinary Committee as complying with EEC requirements will be allowed to export product to EEC-member countries. During 1987, FSIS will continue to guide and assist the U.S. meat industry in maintaining eligibility to export to the EEC.

#### Import Reforms

The changes instituted during FY 1986 in order to realize the goals of the realignment continue to streamline import inspection activities and improve effectiveness. Import offices were moved to locations nearer offices of the Animal and Plant Health Inspection Service (APHIS) and U.S. Customs facilitating cooperation among the three agencies. Policy changes have taken place including elimination of destination import inspection for non-Canadian products and elimination of import inspections at unofficial sites. Other accomplishments include: (1) instituting an efficient way of handling refused entry product, by stamping the product permanently "U.S. Refused Entry"; (2) amending the requirements for incubation of canned shelf stable product to allow movement under specific guidelines and controls for shipments while incubation is still being conducted; and (3) altering skip lot frequencies to provide greater freedom of movement to foreign product from plants with good compliance histories.

In FY 1987, FSIS will continue to review policies, procedures, and needs and will take actions to facilitate international trade while maintaining protection of consumers. Some important projects expected to be completed are: (1) conversion of Part 27 of the Manual of Procedures and the Import Training Manual to an FSIS Import Directive; (2) establishment of a procedure for allowing controlled stamping of imported product after the completion of document examination; (3) a joint venture with Canada to establish border entry import inspection points, thereby facilitating elimination of all destination inspection; and (4) development of a work measurement standard for import inspection.

## Salmonella

### A National Health Concern

The Agency made intensified efforts to reduce the incidence of salmonella in raw meat and poultry. In FY 1986, FSIS investigated new procedures, including use of a new carcass washing machine and of acetic acid in scald tanks. These procedures appear to be effective in reducing salmonella contamination.

In 1987, the Agency will continue to implement better salmonella control as the major FSIS research priority. Marketplace incentives are planned to encourage industry to adopt the latest salmonella control technology. Companies that can reduce salmonella bacteria levels might be allowed to publicize their accomplishment on product labels and in advertisements.

#### Laboratory and Onsite Screening Methods

In FY 1986, the Agency analyzed approximately 300,000 samples of meat and poultry products, involving over 1,400,000 separate analyses for chemical and microbiological residues, food additives, extraneous materials, disease, unwholesomeness, and product content.

FSIS introduced more than 20 new or improved methods for detecting economic fraud, disease, or the presence of contaminating residues of pesticides and drugs in meat and poultry food products. New procedures include sophisticated laboratory techniques as well as rapid onsite screening methods suitable for either inspectors or producers.

The Agency relocated its Western Laboratory from San Francisco to newly renovated space in Alameda, California.

Immediate and reliable laboratory response was provided during an emergency situation which involved dairy herds contaminated with the pesticide, heptachlor. The contamination incident appears to have come from feed supplied to dairy farmers. Extensive testing was done to monitor the heptachlor content of meat and poultry from the region. Product sampled included frozen ground beef produced from raw meat and other product from the contaminated area intended for the school lunch program.

FSIS initiated a major change in product safety procedures through implementation of a packaging materials monitoring system. This constitutes deregulation of intensive controls previously performed by FSIS, and places industry under a written guarantee system to ensure compliance with Federal law.

The Agency developed an enzyme immunoassay procedure for use in slaughter establishments that would detect evidence of trichinae infestation in swine. The assay has been introduced to industry and to developers of commercial tests.

#### Radiation

In FY 1987, FSIS will develop, in concert with the National Bureau of Standards, a dose measuring method for post irradiation use to determine if a commercial food (meat) product has been treated with ionizing radiation above 10 Krad.

Controlling  
Residues

Residue Avoidance Program

In FY 1986, FSIS implemented a more refined system to rank residues according to their toxicity and potential for presence in meat and poultry. A 3-year contract was awarded to develop risk profiles for approximately 50 compounds that may enter the food chain through meat and poultry. The Agency will use the profiles to assign rankings for emphasis in the National Residue Program and for methods development.

The Agency significantly reduced the incidence of drug residues in young "bob" veal calves from more than 5 percent to less than 2.5 percent through implementation of an extensive education, testing, and certification program. Inspectors used the FSIS-developed Calf Antibiotic and Sulfa Test (CAST) to determine residues. The test was very dependable and the results were used to determine disposition.

In FY 1987, FSIS will expand the Residue Avoidance Program (RAP) of cooperative Verified Production Control (VPC) to include feedlots and red meat animal production. A similar program with the poultry industry has been very successful. VPC is based on Memoranda of Understanding (MOU's) and encourages producers to control all levels of residue exposure for animals and birds. Potential problems are identified early--in time to make corrections and thereby protect consumers from possible hazards and the industry from costly product losses.

Sulfonamide Residues in Swine

FSIS continued plans and efforts to lower the 6 percent level of sulfonamide violations in swine. Scientists conducted field trials of a new FSIS-developed test for sulfa. Results show the test works well for screening groups of hogs at the slaughterhouse. Producers could also use the test onsite to check feed and verify that hogs are free of violative residues before marketing.

During FY 1987, the Agency will continue ongoing efforts to further reduce the levels of sulfonamide residues in swine. A proposal being developed would include a valid certification program that will assure "sulfa free" swine coming to market. The proposed rule would also recognize the sulfa-on-site and other rapid screening tests to encourage compliance with the new regulations.

Radiological  
Emergency Planning

Radiological Emergency Exercise and Response Plan

In 1986, an extensive After-Action Report was finalized for the Federal Relocation Tabletop Exercise (RTE). The purpose of the exercise was to test the recovery and reentry phases of emergency response. Planning for the RTE began in



October 1984 and was designed to elicit policy and procedures from a variety of organizations on how the Federal Government can optimize assistance to State and local governments after a peacetime nuclear accident. The exercise addressed many agricultural issues including food safety, slaughter and processing operations, land use, etc.

Plans are underway to test the Federal Radiological Emergency Response Plan at a full scale on-scene exercise in CY 1987. The exercise will evaluate the effectiveness of Federal agency response efforts in providing assistance to State and local authorities throughout the emergency, including the post-emergency phase. FSIS will represent USDA at this extensive exercise.

## Consumer Information

### Meat and Poultry Hotline

In the Agency's first year of toll-free operation, FSIS received 24,000 calls. This was a substantial increase from the previous 2,000 calls per year. In FY 1986, FSIS began a new campaign to inform consumers how to prevent contamination and minimize the loss of meat, poultry, and other foods during extreme weather conditions and natural disasters. The need for such a campaign was recognized when the Meat and Poultry Hotline received many calls from areas hit by hurricanes and floods.

### Consumer Publication

FSIS issued Safe Food to Go, the third and final publication in the Agency's series to educate consumers about food safety. The new booklet proved so popular that the initial printing of 370,000 copies was exhausted within three months and a new supply had to be printed.

### Food Safety Education

In FY 1987, FSIS will begin a campaign to teach workers in institutional kitchens how to avoid food safety problems. A package containing both audiovisual and printed materials will be prepared for distribution to hospitals and nursing homes, in line with the National Academy of Sciences' recommendation to reach health care providers with food safety information.

## Equal Opportunity

### Historically Black Colleges and Universities

In FY 1986, FSIS utilized the Business Commerce Daily to generate interest among colleges and universities for the development of a food technology and scientific training curriculum for FSIS employees. This training will provide current food inspector employees with the knowledge and skills to perform future job requirements in the inspection of processed products.

Initially, 27 colleges and universities, including one Historically Black College/University (HBCU), expressed interest in providing this training opportunity. As a result of a special outreach effort with HBCUs, 13 have expressed interest.

#### Onsite Reviews by the Equal Employment Opportunity Commission

Three onsite reviews were conducted by the Equal Employment Opportunity Commission (EEOC) during FY 1986. These reviews covered the EEO Program for minorities and women and the Selective Placement Program for handicapped individuals. The review sites were three regional offices of the Meat and Poultry Inspection Operations Program located in Atlanta, Georgia; Philadelphia, Pennsylvania; and Des Moines, Iowa.

Results of the reviews reflect compliance with applicable regulations, management support, and program activity. In some instances, recommendations were made to enhance program administration or initiatives. Followup reports have been prepared and submitted to the appropriate EEOC office.

#### EEO Training

The Agency continued its commitment to provide training in the course, "Prevention of Sexual Harassment." Locations for training were limited to specific management requests. Seven sessions were held and 140 employees received training. Also, there were five sessions in the course, "Managing Diversity," and 65 employees participated.

### Civil Rights

#### Public Notification System

The following actions were taken to enhance the Agency's public notification system: (1) Distribution of over 3,000 USDA civil rights posters within FSIS and to State agencies for posting in government offices that were frequently visited by industry officials, applicants for inspection service, and the general public; (2) Inclusion of the following statement on FSIS letterhead and envelopes: Equal Opportunity in Employment and Services; and (3) Inclusion of the following nondiscrimination statement on the revised Application for Federal Meat, Poultry, or Import Inspection (FSIS Form 12,100-1, dated May 1986): This is an Equal Opportunity Program. If you believe you have been discriminated against because of race, color, religion, sex, national origin, age, or handicap, write immediately to the Secretary of Agriculture or the Administrator, FSIS, Washington, DC, 20250.

# **Section IV Major Initiatives for FY 1987**





## MAJOR INITIATIVES FOR FY 1987

### Meat and Poultry Inspection Operations

- ° Participate in policy formulation and direct implementation activities to define various levels of inspection coverage for discretionary inspection in processing. Design automated systems to evaluate plant performance and to determine individual and team assignment structure. Examine and define an appropriate organizational structure for the implementation of a system of discretionary inspection.
- ° Evaluate and implement program improvements in the following areas: pre-operational sanitation, pest control programs, plant improvement programs, condemned product control, plant review procedures, use of food technologists, and slaughter career ladders.
- ° Implement inspection system work plan (ISWP) concepts in traditionally inspected processing plants.
- ° Implement and conduct oversight of State self-certification program for determining "equal to" status.
- ° Implement changes in the review process for custom-exempt operators.

### Meat and Poultry Inspection Technical Services

- ° Evaluate the automated label information system to improve user accessibility and facilitate more timely data entry.
- ° Coordinate efforts to design and implement discretionary inspection for processing operations.
- ° Develop and assist MPIO in implementing the Inspection System Work Plan in all non-TQC processing plants.

### International Programs

- ° Maximize the number of plants accepted by the European Commission as eligible to export fresh meat products to the European Economic Community.
- ° Review instructions and publish a definitive set of procedures for port-of-entry activities.
- ° Develop and issue regulations and implement appropriate procedures to ensure compliance with the 1985 Farm Bill.
- ° Implement an automated system for annual residue sampling to ensure the collection and analyses of the targeted number of residue samples for specific countries.
- ° Improve data integrity and linkage within the Automated Import Inspection System.

## Science

- Seek to reduce salmonella contamination in meat and poultry.
- Develop a dose-measuring method for post irradiation use to determine if a commercial food (meat) product has been treated with ionizing radiation above 10 Krad.
- Investigate improved processing methods for dry-cured hams which can assure trichina-free products.
- Expand the cooperative Verified Production Control Program to include feedlots and red meat animal production in order to improve the Residue Avoidance Program.
- Intensify efforts to further reduce the levels of sulfonamide residues in swine.

## Policy and Planning

- Institute the Multi-Year Planning Process.
- Incorporate National Academy of Sciences' recommendations into the Agency's long-range planning.
- Test the Federal Radiological Emergency Response Plan at a full scale on-scene exercise in CY 1987.
- Automate library reference system for dockets and issuances.

## Information and Legislative Affairs

- Conduct a campaign to teach workers in institutional kitchens how to avoid food safety problems.

## Equal Opportunity and Civil Rights

- Implement the Civil Rights directive.
- Assume responsibility for the EEO Counselor Program.
- Consolidate the headquarters' EEO Advisory Committees.
- Conduct job audits to assess the adequacy of EEO resources at the regional levels.
- Develop and implement a specific EEO performance standard for all managers and supervisors.
- Implement a human resource development program for managers and supervisors at headquarters.
- Continue emphasis on the informal resolution of discrimination complaints.

# Section V Feature Article



## MEETING THE CHALLENGES OF THE FUTURE

Two years ago this space was devoted to a discussion of a proposal to expand the Agency's planning focus from a single year to several years into the future. At that time it was suggested that FSIS develop a three-tiered planning system comprised of a strategic plan and a multi-year plan in addition to the existing annual program plan. The strategic plan would document the Agency's long-range policy commitments, such as the increased use of advanced technology in meat and poultry inspection, and the multi-year plan would show what specific resources were required to carry out those policy commitments. The primary reason given for broadening the Agency's planning horizon was that FSIS was in a period of rapid and profound change that required long periods of preparation and even longer periods in which to bring about planned changes.

Much has happened during the last 2 years to confirm the need for expanded planning. While FSIS continued to operate in a constrained fiscal environment, it was also preparing to make some of the most far-reaching changes to inspection that have been contemplated in its 80-year history. But, at the same time that Agency managers were working to redefine the very concept of inspection, they were called upon to respond to an outside critique of the Agency's effectiveness by the National Academy of Sciences. Fortunately, the confluence of all these events was made more manageable by a new but already functioning planning system.

In September of 1984 when Dr. Houston gave the approval to begin developing an Agency strategic plan, the National Academy of Sciences (NAS) was in the midst of preparing its scientific assessment of the current system for inspecting meat and poultry products. It was at the request of FSIS that the NAS was formulating what was, in essence, a second opinion on the scientific foundation of the techniques employed to carry out inspection and their relationship to public health. In addition, the NAS assessment was to include a comprehensive analysis of the different inspection strategies that could be employed in inspection and to make recommendations on how the Agency could utilize the latest technology to improve the delivery of the inspection service.

The Academy's report was released in July of 1985 at the same time that the FSIS strategic plan was being completed. On one hand, the NAS report was a critique of the Nation's inspection program by scientists and professionals from outside of FSIS. On the other hand, the strategic plan was a critique of FSIS by its own senior professionals and scientists. The findings of both were remarkable for their similarity as well as their thoroughness.

The NAS report approached its task by postulating an "optimum" model of meat and poultry inspection which it then compared to the existing program of inspection. It found that the FSIS program measured up well to the model. This was not a surprise, because the main purpose of the NAS evaluation was to score the Agency on modernization efforts that had already been underway for most of the last decade. Where the current program deviated from the optimum model, the NAS made recommendations for improvements.



The development of the Agency's strategic plan proceeded somewhat differently even though it arrived at the same conclusions. Each senior manager in FSIS was approached individually and asked how inspection could be improved over the next five to ten years. The answers were seldom short and often complex. However, at the conclusion of this information-gathering stage, a large body of data had been assembled reflecting the collective knowledge, experience, and wisdom of the people who cope with the day-to-day problems of meat and poultry inspection. There were over 150 major issues contained in these responses which were then aggregated into nine subject areas which would require collective agreement on a policy direction by the senior managers. In order to facilitate a discussion through which consensus could be reached on the Agency's long-term goals, the Agency's planning staff constructed four complete models of inspection, and one of which could be implemented over the next five to ten years depending on the judgment of senior management. It was through individual evaluation and group discussion of each of these operational models that a consensus evolved which became the FSIS Strategic Plan for fiscal years 1988 through 1992.

It is worth pointing out that differences in viewpoints should be expected when comparing the views of outside observers with those of the people who must deal with the real world problems and constraints associated with regulating food safety. It would not have been surprising if the recommendations that the NAS experts made with respect to the future of inspection were out of phase with the Agency's own plans for the future. This, however, was not the case. Remarkably, Agency managers viewed their own problems and opportunities in very much the same light as the outside observers. Where there were differences, they were largely attributable to the decision that the NAS had made to exclude from consideration in their analysis the political, economic, and organizational constraints that are a fact of life in a regulatory agency. Still, there was one major difference between the two views of the Agency's future that had to be reconciled. That difference was in the rate at which modernization efforts should proceed.

The rate of modernization at FSIS has in the past been determined by the resources available to carry out program improvements. FSIS has endeavored to upgrade its workforce and apply new technologies on an incremental basis over many years because of limitations in the availability of discretionary funds. Savings derived through productivity improvements have been the main source of investment funds that have been applied to improve inspection efficiency. This approach has resulted in a slow, but effective rate of program modernization. But the NAS was saying that the pace of improvement was not good enough--the enhancement efforts must be accelerated.

The Agency convened nine committees to evaluate every one of the NAS recommendations in their particular subject area and to provide a complete set of the options available to the Agency for dealing with the recommended change. Such factors as the cost of each approach, its relative effectiveness, the implementation time, and the political viability were weighed in preparing an FSIS response to each and every recommendation made by the NAS. The complete set of responses were then compiled under the title, FSIS Future Agenda and submitted to the Assistant Secretary for Marketing and Inspection Services for review. Later, the decisions reached by the Assistant Secretary were forwarded to the Secretary of Agriculture for final approval.

On the basis of these planning efforts, the Assistant Secretary has approved sending forward to the Department for the FY 1988 budget a request for some additional funds that would help FSIS to expand efforts for data systems and methods development work. If approved, this increase would enable the Agency to continue its long-range modernization efforts at an accelerated pace as recommended by the National Academy of Sciences.

This is not the end of the story. In order to underwrite the continued improvement in meat and poultry inspection, the Agency must prepare a funding and resource profile that reflects its requirements through the end of the current planning period--1992. The preparation of multi-year plans is therefore the next item on the Agency's planning agenda. The specific details and program-by-program costs that are necessary to implement the strategic plan will be contained in the multi-year plans which each of the program areas and staff offices is currently preparing.

By mid-winter of this year, the FSIS comprehensive planning system, which was discussed so optimistically two years ago, will finally be a reality. With it will come some major changes to the annual program plan which has served as the Agency's primary planning document for the last 8 years. In the future, the multi-year plan will assume most of the burden of providing programmatic and resource information thus freeing the annual program plan for a major overhaul in format. Beginning in FY 1988, the program plan will be oriented primarily to the major events planned for the fiscal year and the achievements in meeting the preceding year's planning objectives and focusing on the services and employees that comprise FSIS.





# Section VI International Programs



FY 1987 PROGRAM AREA PLAN  
FOR INTERNATIONAL PROGRAMS

PROGRAM LEADER: P. F. Stolfa

PROGRAM ABSTRACT: International Programs (IP) carries out the requirements of the Federal Meat Inspection Act (FMIA) and the Poultry Products Inspection Act (PPIA) by (1) reviewing foreign inspection systems to assure that they are equal to the USDA system; (2) conducting reinspection of imported meat and poultry products entering U.S. commerce; (3) representing U.S. interests throughout the world to minimize regulatory impediments to trade in meat and poultry products; and (4) coordinating the inspection and certification of meat and poultry products for export into foreign commerce.

IP handles liaison activities with other Federal agencies involved in international trade policy development and with industry representatives involved in both domestic and international trade in meat and poultry products.

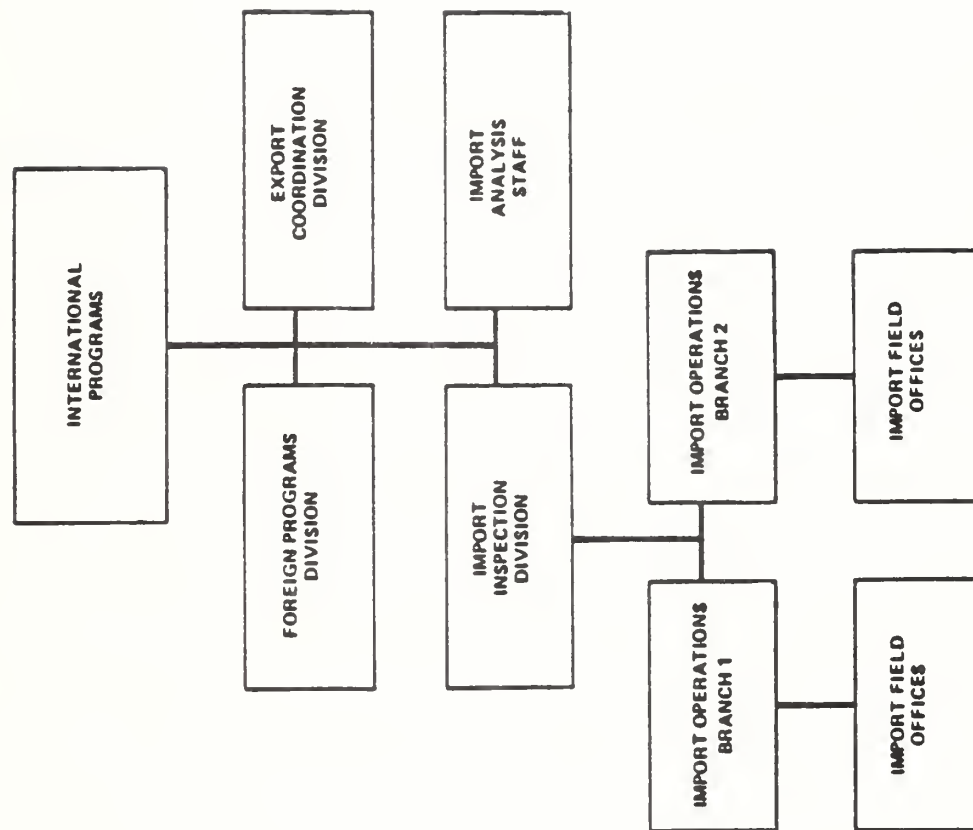
The Deputy Administrator for IP manages program activities carried out by the Veterinary Attache, the Export Coordination Division, the Foreign Programs Division, the Import Inspection Division, and the Import Analysis Staff.

- PROGRAM GOALS:
1. Assure that countries eligible to export meat and poultry products to the United States maintain inspection systems at least equal to that of the USDA, and that those seeking eligibility are evaluated against this standard.
  2. Carry out reinspection of imported meat and poultry product at points of arrival to further assure that such products are produced by systems at least equal to that of the USDA.
  3. Reduce the regulatory barriers to the export of USDA inspected meat and poultry products in international markets.
  4. Perform special activities concerning export of U.S. meat products to the European Economic Community (EEC) so as to avoid disruption in US access to that market.
  5. Increase the use of objective data as the basis for decisionmaking in IP.

TABLE 2 - INTERNATIONAL PROGRAMS:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator, including Veterinary Attache	11	6	654	8
Export Coordination Division	8	4	327	4
Foreign Programs Division	27	15	2,043	25
Import Inspection Division	133	71	4,739	58
Import Analysis Staff	7	4	407	5
Total Program Area	186	100	8,170	100

FOOD SAFETY AND INSPECTION SERVICE  
INTERNATIONAL PROGRAMS



The function of International Programs is to plan, formulate, and implement policies, programs, and activities of FSIS to assure wholesomeness of imported Meat and Poultry products and to maintain a favorable trade picture for U.S. products in foreign markets.

SUPERSEDES OCTOBER 25, 1982 CHART



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
VETERINARY ATTACHE, IP

ACTIVITY LEADER: W. I. Leary

ACTIVITY ABSTRACT: The Veterinary Attache is responsible for onsite presentation of International Program's perspective and position on matters of mutual concern to foreign inspection officials. The Veterinary Attache provides broad veterinary expertise for U.S. diplomatic missions, thus establishing a sound technical foundation for the consideration and resolution of issues. The Veterinary Attache is also responsible for communication with FSIS on export matters throughout the world. Resources for this activity are budgeted as part of the Office of the Deputy Administrator.

ACTIVITY OBJECTIVES:

1. Develop effective relationships with EEC and other officials to facilitate exchange of views and information.
  - a. Establish and maintain an effective FSIS presence with veterinary and other officials in the EEC, member states, and other third countries. (Ongoing)
  - b. Carry out informal exchange of views and information regarding regulations affecting trade in livestock and meat and poultry products. (Ongoing)
  - c. Establish and maintain contacts with veterinary officials in member states so that issues involving the export of U.S. meat and poultry products can be resolved with minimum difficulty. (Ongoing)
2. Provide technical expertise on veterinary issues of interest within U.S. diplomatic missions. (Ongoing)
3. Participate in the development of policies and procedures which will reduce regulatory barriers to US meat and poultry exports.

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
EXPORT COORDINATION DIVISION, IP

ACTIVITY LEADER: R. Fetzner

ACTIVITY ABSTRACT: The Division is responsible for setting overall Agency policy on export certification of meat and poultry products. It is also responsible for providing assistance to the United States meat and poultry industry in meeting the requirements of foreign markets. The Division accomplishes these objectives by identifying and analyzing foreign inspection requirements in terms of comparability with U.S. standards and procedures. Foreign requirements are disseminated to inspection personnel and to potential exporting firms. Interpretation of foreign standards is provided to FSIS personnel, individual establishments, and industry organizations as a means of facilitating the export of U.S. products. The Division coordinates and evaluates the export certification program through periodic reviews of field export procedures. A data base is maintained to provide information on meat and poultry exports to help the Division set priorities and to answer Agency information needs. The Division is also responsible for planning, scheduling, and coordinating reviews of U.S. plants by foreign officials with respect to certifying the plants as eligible to export.

- ACTIVITY OBJECTIVES:
1. Work with foreign officials, through American Embassy personnel as appropriate, to seek acceptance of U.S. inspection procedures as sufficient to meet the public health requirements of receiving countries.
    - a. In conjunction with the Veterinary Attache, work to establish a list of U.S. establishments eligible for the EEC market. (Ongoing)
    - b. Work with government officials in areas receiving significant amounts of U.S. export product to secure and clarify special import requirements common to the region or country: e.g., the Middle East, the Far East, and Southeast Asia. (Ongoing)
    - c. Work with other foreign government officials to discuss the interpretation and correlation of inspection requirements. (Ongoing)
    - d. Plan and coordinate the annual meeting with Canadian inspection officials and other special international meetings. (Ongoing)



2. Coordinate the export certification process in FSIS through the five regional export coordinators, to assure the uniform application of foreign requirements.
  - a. Develop and update policies, procedures, and documents relating to export certification. (Ongoing)
  - b. Maintain liaison with FSIS units to assure understanding of, adherence to, and continuity of program policy with regard to export certification. (Ongoing)
  - c. Consult with meat and poultry industry organizations to explain export certification requirements and resolve conflicts in interpretation. (Ongoing)
  - d. Serve as a resource for plant management officials, U.S. export firms, and FSIS field personnel to assist in compliance with foreign export requirements. (Ongoing)
  - e. Evaluate the export certification program in the United States by periodic reviews of field export procedures. (Ongoing)
  - f. Conduct field reviews as necessary to assure that foreign country requirements are being met. (Ongoing)
3. Improve information resource management.
  - a. Maintain the present export data system and answer ongoing data needs. (Ongoing)
  - b. Review and revise export data system, as needed, to anticipate any new information needs that may arise. (Ongoing)
  - c. Monitor other export data sources (e.g., Foreign Agricultural Service, Department of Commerce) to assess the accuracy of data. (Ongoing)
  - d. Analyze data to examine meat and poultry export trends. (Ongoing)
4. Manage reviews of the U.S. inspection system by foreign officials.
  - a. Continue efforts to elevate the importance of foreign system reviews within the Agency. (Ongoing)
  - b. Draft and confirm itineraries with all concerned parties. (As Scheduled)

- c. Accompany foreign officials on reviews. (As Scheduled)
  - d. Disseminate report information and file corrective actions. (As Scheduled)
  - e. Followup on reviewed systems to assure that any deficiencies are corrected and agreements are fulfilled. (As Scheduled)
  - f. Take actions to assure that foreign inspection officials receive notice of changes in U.S. inspection procedures. (Ongoing)
5. Conduct special projects. (As Assigned)

TABLE 3 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EXPORT COORDINATION DIVISION, IP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Provide Liaison with Foreign Officials	Ongoing	2	55
a. U.S. Equivalency with EEC			
b. Meet with Foreign Officials			
c. Obtain Foreign Import Requirements			
d. Conduct Meetings with Foreign Officials			
e. Disseminate Export Requirements			
Objective 2 - Coordinate Export Certification	Ongoing	3	91
a. Develop Export Policies, Procedures, Documents			
b. Liaison with Domestic U.S. Agencies			
c. Consult with U.S. Industry Organizations			
d. Resource for Inspection, Management, and Export Personnel			
e. Evaluate Export Certification Program			
f. Conduct Field Reviews			
Objective 3 - Improve Information Resource Management	Ongoing	1	78
a. Maintain Data, Respond to Data Needs			
b. Review and Revise Data System			
c. Monitor Other Data Sources			
d. Analyze Export Data			
Objective 4 - Manage Reviews with Foreign Officials		1	78
a. Develop External Plant Reviews	Ongoing		
b. Plan and Confirm Itineraries	As Scheduled		
c. Accompany Foreign Officials	As Scheduled		
d. Disseminate, File Plant Review	As Scheduled		
e. Perform Followup Reviews	As Scheduled		
f. Notify Foreign Officials About Procedures Changes	Ongoing		
Objective 5 - Conduct Special Projects	As Assigned	1	25
TOTAL		8	327

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
FOREIGN PROGRAMS DIVISION, IP

ACTIVITY LEADER: L. Skinner, Acting

ACTIVITY ABSTRACT: The Division carries out USDA responsibility for assuring that meat products imported into the United States are produced under the control of meat inspection systems that are equal to that of the United States and that the products are prepared according to U.S. regulations. This is accomplished by conducting periodic reviews of establishments certified as in compliance with U.S. requirements, reviewing other facilities and evaluating the operations of eligible foreign inspection systems. Officials of the Foreign Programs Division confer with officials of foreign inspection systems regarding findings of periodic system reviews, results of port-of-entry product reinspections, and other information related to their meat inspection system operations.

- ACTIVITY OBJECTIVES:
1. Assure that the countries eligible to export meat and poultry products to the United States maintain inspection systems equal to the U.S. system.
    - a. Conduct onsite reviews of the various operations under the inspectional control of eligible inspection services, including reviews of establishments, ports, warehouses, and food and residue chemistry laboratories. (Ongoing)
    - b. Notify each foreign country of significant defects found in its inspection system and verify that satisfactory corrective action has been taken. (Ongoing)
    - c. Notify foreign inspection officials of changes in U.S. requirements and assure that "equal to" status is maintained. (Ongoing)
  2. Implement new data collection instruments for reporting and evaluating information obtained from reviews of eligible foreign inspection systems.
    - a. Validate effectiveness of redesigned risk profiles. (II)
    - b. Adjust guidelines if necessary for foreign programs officers' use of risk profiles. (III)
    - c. Implement guidelines for reporting quarterly evaluations of information concerning foreign inspection systems. (I)

- d. Implement foreign establishment review form and laboratory review form. (I)
- 3. Develop an information resource management plan.
  - a. Study the sources, collection, dissemination, storage, and processing of information necessary to accomplish the mission of the Foreign Programs Division. (III)
  - b. Develop a plan to efficiently handle the required information. (IV)
- 4. Implement risk-based system to determine frequency of foreign systems reviews.
  - a. Develop ADP system for selection of system reviews based on plant performance, risk profile, and port-of-entry product inspection results. (III)
  - b. Implement foreign systems reviews based on ADP information. (IV)
- 5. Expand use of ADP in FPD operations.
  - a. Maintain database of foreign label approvals for use by foreign programs officers and import inspectors. (Ongoing)
  - b. Implement electronic communication with overseas-based foreign programs officers. (IV)
  - c. Implement data base of foreign quality control programs approved by the Agency for use by foreign programs officers and import inspectors. (IV)
  - d. Automate routine office reports, including Annual Report to Congress. (Ongoing)
  - e. Implement plan to keep track of protein fat-free products of foreign plants. (Ongoing)
- 6. Implement 1985 Farm Bill requirements for foreign systems.
  - a. Notify foreign governments of 1985 Farm Bill requirements. (I)
  - b. Implement requirements in poultry systems approved for export to U.S. (II)
  - c. Establish system for annual residue program certification. (IV)

7. Conduct special projects.

- a. Perform initial determination of eligibility of foreign countries to export meat and poultry products to the United States. (Ongoing)
- b. Arrange travel and accompany foreign officials on U.S. visits. (Ongoing)

TABLE 4 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOREIGN PROGRAMS DIVISION, IP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Assure Comparability of Foreign Systems	Ongoing	19	1,657
a. Conduct Inspection Reviews of Foreign Facilities			
b. Notify Foreign Governments of Violations			
c. Notify Foreign Officials of U.S. Requirements			
Objective 2 - Implement New Foreign Review Procedures		2	123
a. Validate Effectiveness of New Risk Profiles	II		
b. Develop Guidelines for Risk Profiles	III		
c. Implement Guidelines for Reporting Foreign Evaluations	I		
d. Update Foreign Review Form and Guide	I		
Objective 3 - Develop Information Resource Management Plan		2	123
a. Study Methods for Handling and Processing Information	III		
b. Develop IRM Plan	IV		
Objective 4 - Implement System to Determine Frequency of Foreign Reviews		1	40
a. Develop Model for System Review Information	III		
b. Implement Foreign Systems Review	IV		
Objective 5 - Expand Use of ADP		1	20
a. Foreign Label Approval Data Base	Ongoing		
b. Overseas Electronic Communication	IV		
c. Foreign Quality Control Data Base	IV		
d. Routine Office Reports	Ongoing		
e. Protein Fat-Free	Ongoing		

TABLE 4 - FY 1986 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOREIGN PROGRAMS DIVISION, IP - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 6 - Implement 1985 Farm Bill Requirements		1	40
a. Notify Foreign Governments	I		
b. Implement Requirements in Foreign Poultry Systems	II		
c. Establish System for Residue Compliance	IV		
Objective 7 - Conduct Special Studies	Ongoing	1	40
a. Determine Initial Foreign Eligibility			
b. Arrange Foreign Officials' Visits			
TOTAL		27	2,043



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
IMPORT INSPECTION DIVISION, IP

ACTIVITY LEADER: M. G. Manis

ACTIVITY ABSTRACT: The Import Inspection Division carries out the inspection activities at U.S. points of entry to verify that imported meat and poultry products meet the statutory requirements of the FMIA and PPIA. Import inspection activities are carried out through a field structure of ten import field offices (IFO) which utilize the Automated Import Information System (AIIS) to assign tasks to import inspectors stationed at the Nation's ports of entry.

- ACTIVITY OBJECTIVES:
1. Assure consistent reinspection of imported meat and poultry products at all establishments approved to handle imported products.
    - a. Conduct a nationwide import inspection program, including the review and acceptance of import inspection facilities, the training and supervision of field personnel, and the control and security of product samples and refused entry products. (Ongoing)
    - b. Communicate with industry and other interested groups on program issues. (Ongoing)
    - c. Implement new policies and procedures for activities including those relating to product stamping, border inspection points, and work measurement standards at places where import inspection occurs. (IV)
    - d. Implement new procedures resulting from improved use of automated information systems in import activities. (Ongoing)
    - e. Carry out appropriate responses to Office of Inspector General investigation. (IV)
  2. Improve coordination of import inspection policies, and procedures.
    - a. Coordinate with Meat and Poultry Inspection Operations (MPIO) on the cross-utilization of inspection personnel. (Ongoing)
    - b. Maintain liaison with the Animal and Plant Health Inspection Service, the Food and Drug Administration, and continued improvement in procedures and interrelations with the U.S. Customs Service. (Ongoing)

- c. Provide consultation to the National Joint Council of Food Inspection Locals and the Association of Technical and Supervisory Professionals. (Ongoing)
- 3. Participate in the development of improved policies, procedures, and guidelines for import inspection activities.
  - a. Participate in the review and revision of FSIS regulations governing import inspection. (Ongoing)
  - b. Assist in updating and clarifying import inspection issuances during the conversion of the inspector's manual to the Directive and Notice format. (Ongoing)
  - c. Assist in the revision of import inspection training materials. (Ongoing)
  - d. Participate in the development, delivery, and coordination of training programs for supervisory personnel, import inspectors, and documents examiners. (Ongoing)
- 4. Develop an information resource management plan.
  - a. Expand and upgrade computer technology. (Ongoing)
  - b. Implement cost-effective strategies, using ADP methodologies. (Ongoing)
  - c. Define data input controls for electronic messages to improve field communications. (Ongoing)

TABLE 5 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
IMPORT INSPECTION DIVISION, IP

Objectives	Completion Schedule (Quarter)	Activity	Resources
		FTE	Dollars (000)
Objective 1 - Assure Proper Reinspection of Imported Meat and Poultry Products		122	4,163
a. Conduct Import Inspection Program	Ongoing		
b. Communicate with Industry and Groups on Program Issues	Ongoing		
c. Implement New Policies for Stamping, Borders, and Work Measurement	IV		
d. Implement New Procedures Resulting from Increased Use of Automated Data Systems	Ongoing		
e. Carry Out Responses to OIG Investigation	IV		
Objective 2 - Improve Coordination of Inspection Activities	Ongoing	8	564
a. Coordinate with MPIO on Cross-Utilization			
b. Exchange of Information Between Foreign Reviewers and Import Inspectors			
c. Liaison With Other Federal Agencies			
d. Consult With Union/Professional Groups			
Objective 3 - Improve Import Inspection	Ongoing	2	8
a. Revise FSIS Regulations			
b. Update and Clarify Issuances			
c. Revise Training Materials			
d. Participate in Development of General Training for Inspection Personnel			
Objective 4 - Develop an Information Resource Management Plan	Ongoing	1	4
a. Expand and Upgrade Technology			
b. Implement Cost Effective Strategies			
c. Improve Field Communications			
TOTAL		133	4,739

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
IMPORT ANALYSIS STAFF, IP

ACTIVITY LEADER: C. I. Miller

ACTIVITY ABSTRACT: The Import Analysis Staff is responsible for the review of import policies to determine revisions needed in response to changes in domestic programs, departmental policies, or advances in regulatory philosophy. The Staff reviews and develops issuances and regulations concerning import issues. In addition, the Staff participates in or conducts studies in response to special requests from government, industry officials, and others. In support of these objectives, the Staff is responsible for reviewing data generated by import inspection facilities to establish overall compliance of imported product and to oversee, evaluate, and improve the Automated Import Information System (AIIS).

- ACTIVITY OBJECTIVES:
1. Develop and Propose Policy Alternatives.
    - a. Develop and participate in policy and program activities for handling import inspection of Canadian products at border points. (Ongoing)
    - b. Develop and review existing automated systems for the management of foreign review and import inspection data. (Ongoing)
    - c. Develop and propose alternatives for better management of import residue information. (Ongoing)
  2. Conduct IP's regulations and issuance development process.
    - a. Initiate and/or participate in developing regulations to reflect IP policy including required regulations to implement the import provisions of the 1985 Farm Bill. (Ongoing)
    - b. Conduct the regulations and issuance development and review process for IP to assure thorough and timely response. (Ongoing)
    - c. Participate in the conversion of import portions of the Meat and Poultry Inspection Manual to issuances and directives for field and headquarters personnel. (Ongoing)
  3. Review and analyze port-of-entry import inspection data.
    - a. Develop summary reports and analyses of program data for policy and planning used by headquarters management. (Ongoing)

- b. Monitor and report on import inspection results on residues so that FSIS management can use the information to improve the efficiency and effectiveness of import inspection. (Ongoing)
  - c. Participate in the design of databases to provide regular information to IP headquarters on foreign labels. (Ongoing)
4. Conduct special studies.
- a. Maintain statistical data regarding imports for the Annual Report to Congress. (Ongoing)
  - b. Respond to special import inspection inquiries from Congress, the import industry, and other Federal agencies. (Ongoing)
  - d. Participate in review and analysis of residue control programs for imported meat and poultry products. (Ongoing)
5. Develop, enhance, and maintain automated systems and information resources.
- a. Review information management needs and procure computer hardware and software as needed. (Ongoing)
  - b. Maintain the operational integrity of the Automated Import Information System (AIIS) through monitoring of system data quality. (Ongoing)
  - c. Lead FSIS effort to develop a policy on product code standards. (Ongoing)
  - d. Improve the automation of routine reports. (Ongoing)
  - e. Provide guidance to contractor personnel in the information resources management (IRM) area. (II)

TABLE 6 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
IMPORT ANALYSIS STAFF, IP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Develop and Propose Policy Alternatives	Ongoing	1	65
a. Develop Program for Canadian Products at Border			
b. Develop and Review Existing Systems			
c. Conduct Process for Import Residue Information			
Objective 2 - Develop and Monitor Regulations and Issuances	Ongoing	3	197
a. Initiate and/or Participate in Regulations Development			
b. Conduct Issuance Development Process			
c. Convert MPI Manual (Imports) to Issuances and Directives			
Objective 3 - Review and Analyze Foreign Review and Port-of-Entry Import Inspection Data	Ongoing	1	65
a. Develop Methods of Sharing Information Between IID and FPD			
b. Review and Evaluate Residue Data			
c. Participate in the Design of New Data Bases			
Objective 4 - Conduct Special Studies	Ongoing	1	40
a. Maintain Statistical Data on Imports			
b. Respond to Inquiries From Congress, etc.			
c. Study Residues in Imported Meat			
Objective 5 - Develop, Enhance, and Maintain Information Resources		1	40
a. Review and Assess Information Needs	Ongoing		
b. Maintain AIIS	Ongoing		
c. Lead Product Code Effort	Ongoing		
d. Improve Automation of Reports	Ongoing		
e. Provide Guidance on IRM Contracts	II		
TOTAL		7	407

**Section VII**  
**Meat and Poultry**  
**Inspection Operations**





FY 1987 PROGRAM AREA PLAN FOR  
MEAT AND POULTRY INSPECTION OPERATIONS

PROGRAM LEADER: R. J. Prucha

PROGRAM ABSTRACT: Meat and Poultry Inspection Operations (MPIO) carries out the requirements of the Federal Meat Inspection Act (FMIA) and Poultry Products Inspection Act (PPIA) to (1) inspect the slaughter of certain domestic livestock and poultry and the domestic processing of meat and poultry products, and (2) assure that domestic meat and poultry products distributed to consumers are safe, wholesome, not adulterated, and honestly and informatively labeled. It is also responsible for assessing the effectiveness of State inspection programs to assure that States, under their jurisdiction, apply meat and/or poultry inspection standards that are at least equal to those applied under the FMIA and the PPIA.

MPIO is also responsible for review and enforcement activities designed to assure that domestic meat and poultry operations are being carried out in a manner that is consistent with established legal and regulatory standards. It also carries out systematic nationwide monitoring of businesses engaged in interstate food marketing and distribution of both domestic and imported products.

MPIO is responsible for coordinating activities and providing guidance and expertise in the implementation of the Equal Employment Opportunity (EEO) Program.

- PROGRAM GOALS:
1. Plan, provide leadership, formulate and coordinate policies, and direct the administration of MPIO programs and activities. Assure that meat and poultry products moving in interstate and intrastate commerce are wholesome and not adulterated or misbranded. Administer compliance and enforcement activities to assure that industry activities are consistent with requirements of the FMIA and PPIA.
  2. Continue the emphasis on correlating the effectiveness and quality of basic field inspection procedures and supervision. Provide direction to implementation and training activities in support of pesticide usage and pest control and poultry pre-operational sanitation.
  3. Direct and participate in MPIO policy formulation activities associated with the conceptual design of inspection, supervisory, and management approaches under discretionary inspection (DI). Includes examination of team inspection, pilot study of DI in poultry plants, organizational structure, supervision, staffing procedures, training requirements, technical performance reviews, and occupational/qualifications requirements.

4. Direct MPIO policy formulation and implementation efforts:
  - a. To establish the inspection system work plan (ISWP) program in traditionally-inspected plants.
  - b. To further professionalize the inspection workforce through integration of the Food Technology occupation.
  - c. To eliminate quarterly reviews of custom-exempt operations.
  - d. To establish and oversee a State self-certification program to determine "equal to" status with the Federal program.
  - e. To upgrade pre-operational sanitation in red meat slaughter facilities and processing facilities.
  - f. To revise the plant improvement program.
  - g. to respond to vulnerability assessment recommendations assigned to MPIO.
  - h. To introduce the use of regional facilitators for inspection team projects, such as development of plans of action for IRE plants, and introduce the use of team problem-solving concepts.
5. Provide direction to the execution, growth, and continuity of the:
  - a. Intensified Regulatory Enforcement (IRE) program.
  - b. Total Quality Control (TQC) program.
6. Provide direction to the information resource management (IRM) program as an integral support to management decision-making. Emphasize the need to take existing automated capabilities to full utilization at the headquarters and field levels.
7. Enhance the organizational effectiveness of MPIO by improved communications at all levels through the use of townhall meetings to permit interaction and dialogue between senior management officials and employees on program goals and objectives.
8. Direct the operation of an effective EEO Program within MPIO to ensure that objectives of the FSIS Affirmative Action Plan are met.

TABLE 7 - MEAT AND POULTRY INSPECTION OPERATIONS PROGRAM AREA  
RESOURCES PLANNED FOR FY 1987

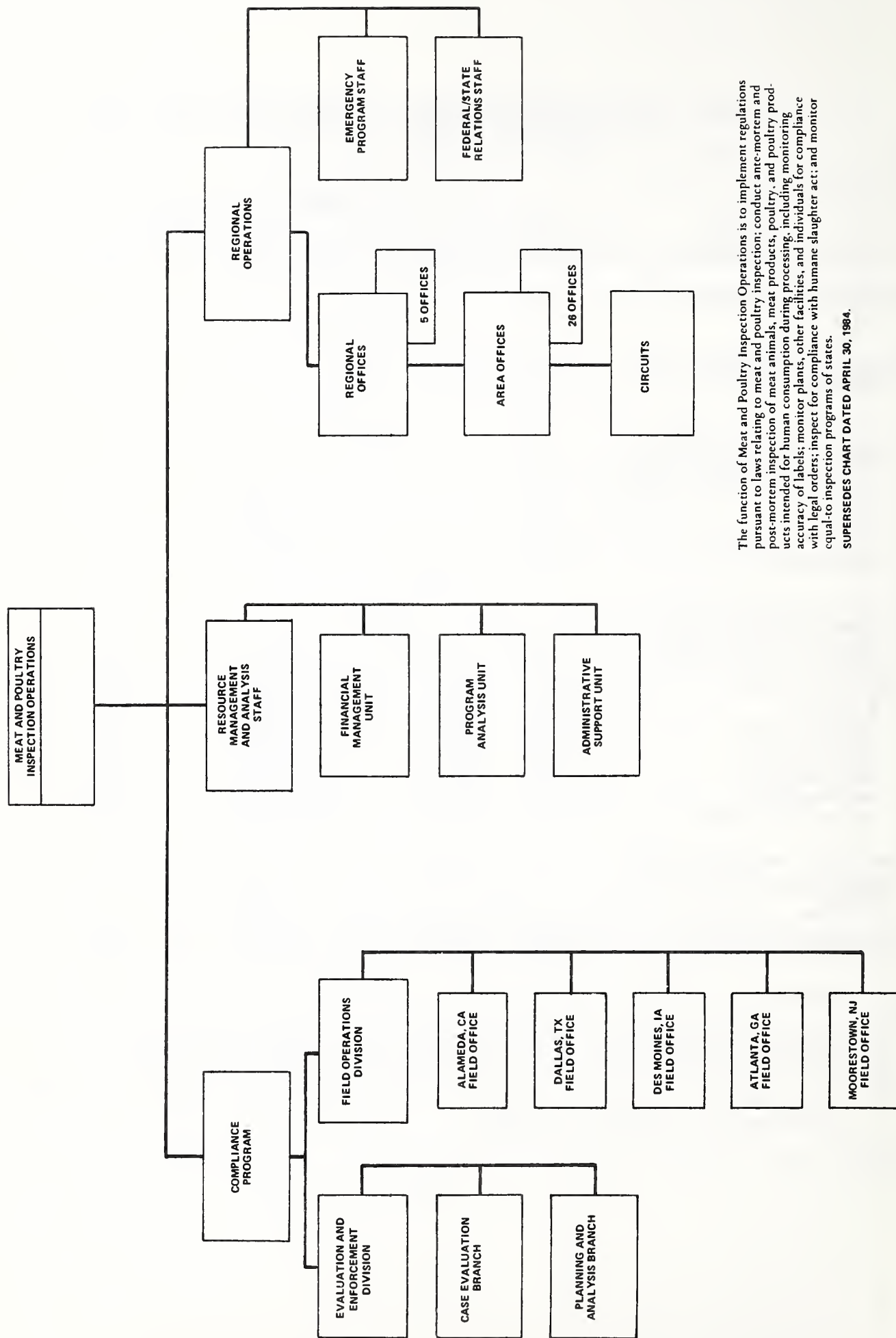
Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator	4	<u>1/</u>	250	<u>1/</u>
Resource Management and Analysis Staff	20	<u>1/</u>	700	<u>1/</u>
Office of the Assistant Deputy Administrator, Compliance Program (CP):	2	<u>1/</u>	80	<u>1/</u>
Evaluation and Enforcement Division	16	<u>1/</u>	660	<u>1/</u>
Field Operations Division	149	<u>2</u>	6,135	<u>2</u>
Sub-total (CP)	167	2	6,875	2
Office of the Assistant Deputy Administrator, Regional Operations (RO):	19	<u>1/</u>	3,200 <u>2/</u>	1
Regional Offices	8,117	<u>97</u>	322,640	<u>97</u>
Western	(1,140)	(14)	(42,400)	(13)
Southwestern	(2,075)	(25)	(71,650)	(21)
North Central	(1,501)	(18)	(55,200)	(17)
Southeastern	(1,983)	(24)	(66,300)	(20)
Northeastern	(1,418)	(17)	(50,650)	(15)
Grants-to-States			(36,425)	(11)
Emergency Programs Staff	6	<u>1/</u>	260	<u>1/</u>
Federal-State Relations Staff	3	<u>1/</u>	175	<u>1/</u>
Total Program Area	8,336	100	334,100	100

1/ Less than one percent of total.

2/ Includes \$2.1 million for central and one-time charges. These funds are for nationwide use and are not allocated among program activities.

3/ Actual amount allocated to States under the Cooperative Inspection Program (Talmadge/Aiken overtime excluded).

FOOD SAFETY AND INSPECTION SERVICE  
MEAT AND POULTRY INSPECTION OPERATIONS



The function of Meat and Poultry Inspection Operations is to implement regulations pursuant to laws relating to meat and poultry inspection; conduct ante-mortem and post-mortem inspection of meat animals, meat products, poultry, and poultry products intended for human consumption during processing, including monitoring accuracy of labels; monitor plants, other facilities, and individuals for compliance with legal orders; inspect for compliance with humane slaughter act; and monitor equal-to inspection programs of states.

SUPERSEDES CHART DATED APRIL 30, 1984.

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO

ACTIVITY LEADER: J. O. Axtell

ACTIVITY ABSTRACT: The Resource Management and Analysis Staff provides analytical and administrative services to the Deputy and his assistants in the (1) management of assigned people, dollar, and information resources; (2) coordination, review, and development of systems for planning, performance execution, vulnerability assessment, and information management; (3) coordination and development of program strategies for conducting program requirements within assigned resources; (4) integration of the MPIO management process of planning, budgeting and execution; (5) development of program administrative policies and procedures on a variety of subjects; and (6) development of the MPIO position on proposed Agency administrative policies and procedures.

ACTIVITY OBJECTIVE: 1. Conduct a resource planning, analysis, and allocation program of MPIO's assigned and required dollars, and develop improved systems for overseeing the use of financial resources.

- a. Coordinate the preparation and submission of the MPIO annual budget request. (Ongoing)
- b. Allocate and monitor the status of funds assigned to MPIO organizational units. (Ongoing)
- c. Serve as the program focal point on matters associated with reimbursable practices and procedures. (Ongoing)
- d. Coordinate the preparation and clearance of cooperative and reimbursable agreements. (Ongoing)
- e. Coordinate the review of State program budget requests and the execution of same, including the maintenance of personpower, plant, and productivity data. (Ongoing)
- f. Coordinate the MPIO overtime reconciliation program. (Ongoing)

2. Conduct a resource planning, analysis, and allocation program of MPIO's assigned and required human resources and develop improved systems for overseeing the use of human resources.



- a. Prepare analyses of human resource utilization and staffing practices (inplant and circuit supervisor structure). (Ongoing)
  - b. Monitor the impacts on staffing of implementation of new inspection procedures. (Ongoing)
  - c. Allocate and monitor personnel ceilings assigned to MPIO organizational units. (Ongoing)
  - d. Monitor and forecast the effects of the demands for inspection service on MPIO's staffing requirements. (Ongoing)
  - e. Evaluate circuit realignment proposals and monitor to determine the adequacy and balance of the field structure--including the area level. (Ongoing)
  - f. Coordinate the implementation of the Food Technology occupation within MPIO. (FY 1987 - FY 1991).
3. Conduct a program and management analysis program in support of ongoing MPIO activities.
- a. Coordinate the development of MPIO's operating alternatives and strategies to maximize assigned resources. (Ongoing)
  - b. Provide staff support to MPIO Senior Executive Service (SES) employees in the documentation of performance accomplishments. (Ongoing)
  - c. Coordinate the preparation, submission, and maintenance of the annual program plan. (Ongoing)
  - d. Monitor development and implementation of recommendations emerging from the Office of Inspector General (OIG) audits and General Accounting Office (GAO) studies of MPIO activities. (Ongoing)
  - e. Coordinate and develop MPIO's administrative policies, procedures, and requirements. (Ongoing)
4. Oversee MPIO's Information Resources Management (IRM) activities.
- a. Develop and maintain MPIO's long-range IRM plan (Ongoing)
  - b. Coordinate the maintenance of existing, as well as development and implementation of new, automated data processing systems. (Ongoing)

- c. Conduct studies to define program and systems requirements to support MPIO management decisionmaking activities in inspection management and resource management. (Ongoing)
- 5. Coordinate MPIO's Vulnerability Assessment (VA) activities.
  - a. Develop methodology for conducting, and coordinate execution of, VA reviews of MPIO's activities. (Ongoing)
  - b. Monitor development and implementation of recommendations emerging from VA reviews. (Ongoing)
- 6. Provide general management advisory assistance and services to MPIO field and headquarters units.
  - a. Provide day-to-day administrative services (personnel, procurement, budget, finance, and EEO) to MPIO headquarters units. (Ongoing)
  - b. Provide national coordination services (personnel, procurement, travel) to field units. (Ongoing)

TABLE 8 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Conduct a Financial Resource Planning, Analysis, and Allocation Program	Ongoing	5	175
a. Coordinate MPIO Budget Request			
b. Status of Funds			
c. Reimbursable Practices and Procedures			
d. Coordinate Cooperative and Reimbursable Agreements			
e. Coordinate Review of State Budget Requests			
f. Coordinate Overtime Reconciliation Program			
Objective 2 - Conduct a Human Resource Planning, Analysis, and Allocation Program		4	140
a. Analyses of Human Resource Utilization	Ongoing		
b. Monitor Impact of New Inspection Procedures	Ongoing		
c. Allocate and Monitor Personnel Ceilings	Ongoing		
d. Monitor and Forecast the Effects of the Demands for Inspection on Staffing	Ongoing		
e. Evaluate Circuit Realignment Proposals	Ongoing		
f. Coordinate Implementation of Food Technology Occupation	FY 1987-FY 1991		
Objective 3 - Conduct a Program/Management Analysis Program	Ongoing	3	105
a. Coordinate the Development of Operating Alternatives			
b. Document SES Performance Accomplishments			
c. Coordinate the Annual Program Plan			
d. Monitor Recommendations from OIG and GAO Studies			
e. Develop MPIO's Administrative Policies, Procedures, and Requirements			



TABLE 8 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 4 - Oversee MPIO's IRM Activities	Ongoing	1	35
a. Develop Long-Range IRM Plan			
b. Coordinate Development of Automated Systems			
c. Conduct Studies			
Objective 5 - Oversee MPIO's VA Activities	Ongoing	1	35
a. Develop Methodology and Coordinate VA Activities			
b. Monitor Recommendations from VA Reviews			
Objective 6 - Management Advisory Assistance	Ongoing	6	210
a. Day-to-Day Administrative Services			
b. National Coordination Services			
TOTAL		20	700

FY 1987 PROGRAM ACTIVITY PLAN FOR  
THE OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR  
COMPLIANCE PROGRAM, MPIO

ACTIVITY LEADER: R. W. Gonter

ACTIVITY ABSTRACT: The Office of the Assistant Deputy Administrator, Compliance Program, participates with the Deputy Administrator, MPIO, in formulating policy for regulatory control over businesses engaged in the transportation, storage, and distribution of meat and poultry products after leaving the federally-inspected establishment and for enforcement activities assuring compliance with the FMIA and PPIA both inside and outside establishments.

ACTIVITY OBJECTIVES:

1. Participate with the Deputy Administrator, MPIO, in the planning and formulation of policies and programs of the Compliance Program.
2. Plan, provide leadership, and administer activities in conducting surveillance and enforcement programs.
3. Direct, coordinate, and integrate activities of subordinate levels. Serve as the policy level for interfacing with the Congress, officials of FSIS, USDA, other government agencies, industry, trade organizations, National Association of Federal Veterinarians (NAFV), and the Association for Technical and Supervisory Professional (ATSP).
4. Participate with Regional Directors and Compliance Officers-in-Charge to assure that close, cooperative working relationships are maintained.
5. Assure and maintain a close liaison with the Office of the Inspector General (OIG) and the Office of the General Counsel (OGC) on matters of mutual concern.
6. Participate in policy formulation for implementation and execution of the IRE program.
7. Participate in policy formulation for development, implementation, and execution of a discretionary inspection program.
8. Direct the operation of an effective EEO Program within the Compliance Program to ensure that objectives of the MPIO headquarters Affirmative Action Plan are met.

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
EVALUATION AND ENFORCEMENT DIVISION, CP, MPIO

ACTIVITY LEADER: J. F. Gould

ACTIVITY ABSTRACT: The Evaluation and Enforcement Division directs (1) the application of prescribed sanctions for violations of the inspection laws, (2) compliance program information systems, (3) activity reporting, and (4) management controls.

ACTIVITY OBJECTIVES: 1. Initiate prescribed sanctions in accordance with FSIS case disposition guidelines. Based on past trends, this will result in approximately 1,100 warning letters and 75 referrals for criminal, civil, or administrative action.

- a. Maintain close liaison with the OIG and the OGC to ensure adequacy of evidence and uniformity of sanctions. (Ongoing)
- b. Monitor consistency and clarity of case documentation and recommend improvements. (Ongoing)
- c. Apply all available legal sanctions to firms and individuals under IRE designation that fail to achieve or maintain adequate levels of compliance. (Ongoing)

2. Direct management analysis and reporting systems.

- a. Design and operate reporting systems for data collection and analysis. (Ongoing)
- b. Design, implement and maintain systems for management control through special studies, methods development, and instructional material. (Ongoing)
- c. Update operating manuals and training guides. (Ongoing)

TABLE 9 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EVALUATION AND ENFORCEMENT DIVISION, CP, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Initiate Sanctions	Ongoing	10	412.5
a. Liaison with OGC			
b. Monitor Case Documentation			
c. Apply Legal Sanctions			
Objective 2 - Direct Analytical Activities	Ongoing	6	247.5
a. Operate Reporting Systems			
b. Conduct Special Studies			
c. Maintain Operating Manuals			
TOTAL		16	660.0

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
FIELD OPERATIONS DIVISION, CP, MPIO

ACTIVITY LEADER: R. T. VanBlargan

ACTIVITY ABSTRACT: The Field Operations Division directs the conduct of regulatory compliance activities carried out through a network of five field area offices and approximately 100 compliance officers who review firms in the meat and poultry inspection allied industries and provide investigatory assistance to inspection officials becoming aware of alleged violations involving distribution of meat and poultry products.

Additionally, the Division cooperates with States in the maintenance of compliance programs for intrastate products and businesses and monitors State compliance programs to assure that they meet "equal to" requirements of the FMIA and PPIA.

ACTIVITY OBJECTIVES: 1. Provide professional and technical direction to the conduct of field compliance activities for monitoring all types of businesses engaged in marketing and distribution of meat and poultry products, and detecting and documenting violations of inspection laws and regulations.

- a. Schedule, provide support to, and conduct semi-annual correlation meetings with compliance officers-in-charge and supervisors. (Ongoing)
- b. Provide direction and support for approximately 50,000 planned and random reviews of firms in the allied industries. (Ongoing)
- c. Coordinate field activities relating to detentions and seizures, voluntary recalls, and other actions necessary to control violative products. (Ongoing)
- d. Participate in meetings with OIG and other government agencies to discuss Program policy and enforcement requirements. (Ongoing)
- e. Coordinate Compliance staff assistance with other MPIO officials during food contamination incidents involving residue detection and food contamination affecting public health. Coordinate retail sampling necessary to monitor distribution of suspect product in market channels. (Ongoing)

- f. Coordinate the control and prompt disposal of "refused entry" meat and poultry products to preclude diversion of adulterated/misbranded imported food products into the domestic food chain. (Ongoing)
- 2. Coordinate the reviews and analyses of State compliance programs to assure that State programs meet the "equal to" provisions of meat and poultry inspection laws.
  - a. Cooperate with States in the maintenance of compliance programs for intrastate products and businesses including the design of operating compliance systems, methods, guidelines, and procedures for enforcing laws and regulations. (Ongoing)
  - b. Conduct management and program assessments of State compliance programs. (Ongoing)

TABLE 10 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FIELD OPERATIONS DIVISION, CP, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Provide Direction to Field Compliance Activities	Ongoing	146	6,011
a. Conduct Correlation Meetings			
b. Coordinate Planned and Random Reviews			
c. Coordinate Field Activities Concerning Violative Products			
d. Participate in Meetings with Government Agencies			
e. Coordinate Staff Assistance for Food Contamination Incidents and Coordinate Retail Sampling			
f. Coordinate the Control and Disposal of "Refused Entry" Product			
Objective 2 - Coordinate Reviews of State Compliance Programs	Ongoing	3	124
a. Cooperate with States			
b. Assess State Compliance Programs			
TOTAL		149	6,135



FY 1987 PROGRAM ACTIVITY PLAN  
FIELD OPERATIONS DIVISION, CP, MPIO  
FIELD AREA OFFICES

ACTIVITY LEADERS:

A. L. Eidsvig  
Alameda, California Field Office

R. Campos  
Dallas, Texas Field Office

A. R. Randolph  
Des Moines, Iowa Field Office

B. G. Lott  
Atlanta, Georgia Field Office

J. D. Priore  
Moorestown, New Jersey Field Office

ACTIVITY ABSTRACT

Direct regulatory compliance activities among assigned resources monitoring the activities of businesses engaged in transportation, storage, and distribution of meat and poultry products.

ACTIVITY OBJECTIVES

1. Coordinate field compliance activities for (a) monitoring all types of businesses engaged in marketing and distribution of meat and poultry products and (b) preventing violations of inspection laws and regulations.
  - a. Schedule, provide support to, and conduct semi-annual correlation meetings with compliance officers. (Ongoing)
  - b. Schedule and conduct planned and random reviews of firms in the allied industries through the Planned Compliance Program. (Ongoing)
  - c. Document violations of laws and regulations and submit report of findings to appropriate officials for corrective action. (Ongoing)
  - d. Direct resources to handling detentions and seizures, voluntary recalls, and other actions necessary to control violative products. (Ongoing)
  - e. Provide technical assistance to OIG and other investigative agencies. (Ongoing)
  - f. Participate in meetings with other government agencies, industry, consumer groups, and educational institutions to discuss Program policy and enforcement requirements. (Ongoing)



- g. Participate with Regional Directors in establishing and directing joint inspection/compliance efforts to assure the most effective regulatory approach to industry operations. (Ongoing)
- 2. Monitor and certify "equal to" status of State compliance programs.
  - a. Review and analyze State compliance programs to assure that they meet "equal to" provisions of meat and poultry inspection laws. (Ongoing)
  - b. Meet with State compliance officials at least annually to discuss State compliance efforts and coordinate uniformity in the application of Federal/State enforcement requirements. (Ongoing)

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR FOR  
REGIONAL OPERATIONS, MPIO  
EXECUTIVE DIRECTION

ACTIVITY LEADER: W. S. Horne

ACTIVITY ABSTRACT: The Office of the Assistant Deputy Administrator, Regional Operations (RO), participates with the Deputy Administrator, MPIO, in formulating policy for: (1) directing the execution of regulatory inspection policy and procedures; (2) defining operating strategies for resource management in all regional operations; (3) directing emergency responses to major food contamination incidents; and (4) assuring that the "equal to" requirements of the FMIA and PPIA are carried out in State inspection programs. The conduct of regulatory inspection activities is carried out through a network of five regional offices, 26 subordinate areas, and 200 inspection circuits.

- ACTIVITY OBJECTIVES
1. Participate with the Deputy Administrator, MPIO, in the planning and formulation of policies and programs related to inplant inspection activities and field supervisory/management structure and responsibilities.
  2. Plan, provide leadership, and administer activities in conducting a national meat and poultry inspection program; emergency programs; and Federal/State relations program.
  3. Direct, coordinate, and integrate the activities of subordinate levels and serve as the policy level for interfacing with the Congress, officials of FSIS, USDA, other government agencies, industry, trade organizations, American Federation of Government Employees, National Association of Federal Veterinarians, and Association for Technical and Supervisory Professionals.
  4. Continue the emphasis on correlating the effectiveness and quality of basic field inspection procedures and supervision. Provide direction to implementation and training activities in support of pesticide usage and pest control and poultry pre-operational sanitation.
  5. Participate in policy formulation and implementation efforts for:
    - a. Discretionary Inspection (DI).
    - b. Inspection System Work Plan (ISWP) in traditionally-inspected plants.
    - c. Curriculum development for the food technology occupation.

- d. Eliminating quarterly reviews of custom-exempt operations.
  - e. Oversight of a State self-certification program to determine "equal to" status with the Federal program.
  - f. Plant Improvement Program (PIP).
  - g. Team Problem-Solving concepts and the use of regional facilitators for team inspection projects, such as development of plans of action for IRE plants.
- 6. Provide continued direction to the execution, growth, and continuity of the:
    - a. Intensified Regulatory Enforcement (IRE) program.
    - b. Total Quality Control (TQC) program.
  - 7. Participate and provide staff resources to take existing automated capabilities to full utilization at the headquarters and field levels.
  - 8. Enhance communications with all field levels through townhall meeting, participation in Training Center activities, and appropriate conference calls.
  - 9. Direct the operation of an effective EEO program within the MPIO regions to ensure that the objectives of the Regional Affirmative Action Plans are met.

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR  
REGIONAL OPERATIONS, MPIO  
TECHNICAL DIRECTION

ACTIVITY LEADER: D. L. White

ACTIVITY ABSTRACT: The technical direction unit provides professional and technical support to all field levels and coordinates programs and activities for the inspection of meat and poultry products. This includes (a) ante-mortem and post-mortem inspection; (b) processed products inspection including partial and total quality control systems; (c) control of inedible and condemned products; (d) humane slaughter; (e) application of criteria and standards relating to sanitation, labeling, marking, packaging, pathology, microbiology, toxicology, chemistry, and residues; and (f) export certification.

- ACTIVITY OBJECTIVES:
1. Provide professional and technical direction to regional office staff to assure uniformity and effective coordination of field inspection activities involving (a) ante-mortem and post-mortem inspection; (b) processed products inspections; (c) quality control inspection; (d) residue surveillance; (c) humane slaughter; and (f) export inspection. (Ongoing)
  2. Provide technical consultation and guidance on inspection operations activities to other FSIS and USDA units and industry and trade associations concerning matters of mutual concern and emerging policy. (Ongoing)
  3. Participate in curriculum development efforts to support integration of the Food Technology occupation within the field organizational structure. (Ongoing)
  4. Coordinate correlation exercises to improve the effectiveness and quality of basic field inspection procedures and supervision. Provide direction and coordination to intensified efforts in (a) poultry pre-operational sanitation and (b) pesticide usage and pest control. (Ongoing)
  5. Coordinate regional execution of a program that assures the continuity and growth of the TQC mode of inspection. Includes technical assistance to industry operators in training about TQC systems, continuing assessment of inspection activities in plants under TQC mode of inspection, and monitoring of the resource implications to TQC inspection. (Ongoing)
  6. Coordinate and direct the implementation of selected recommendations of

- a. Task forces examining MPIO's internal control review and reporting systems; poultry pre-operational sanitation; and pesticide usage and pest control. (Ongoing)
  - b. Inspection system work plan (ISWP) in traditionally-inspected processing plants. (Ongoing)
- 7. Monitor the development and coordinate implementation of new inspection procedures and programs including: (a) quality control programs for cattle, swine, and sheep slaughter and PQC programs for beef, swine, and sheep edible viscera; (b) streamlined inspection system (SIS) for fowl; and (c) moisture absorption programs for poultry and rabbits, and carcass spray procedures for cattle and swine. (Ongoing)
  - 8. Coordinate the implementation of regional responsibilities for maintaining the automated protein fat-free (PFF) system for pork products. (Ongoing)
  - 9. Coordinate regional execution of the IRE program, including monitoring and assessment of plans of action in enforcing inspection compliance for IRE plants. (Ongoing)

TABLE 11 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
OFFICE OF ASSISTANT DEPUTY, RO, MPIO  
TECHNICAL DIRECTION

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Provide Professional and Technical Direction a. Ante-mortem and Post-mortem b. Processed Products Inspection c. Quality Control Inspection d. Residue Surveillance e. Humane Slaughter f. Export Inspection	Ongoing	4	255
Objective 2 - Technical Consultation to Others	Ongoing	3	195
Objective 3 - Food Technologist	Ongoing	1	65
Objective 4 - Coordinate Correlation Exercises	Ongoing	1	65
Objective 5 - Coordinate Continuity and Growth of TQC	Ongoing	1	65
Objective 6 - Direct Implementation a. Task Force Recommendations b. ISWP	Ongoing	2	130
Objective 7 - Coordinate Implementation of Inspection Procedures	Ongoing	2	130
Objective 8 - Regional Delegation of PFF System	Ongoing	1	65
Objective 9 - IRE Program	Ongoing	<u>2</u>	<u>130</u>
TOTAL		17	1,100

FY 1987 PROGRAM ACTIVITY PLAN FOR  
MPIO REGIONS

ACTIVITY LEADERS:

D. C. Breeden  
Western Region

M. A. Waguespack  
Southwestern Region

K. O. McDougall  
North Central Region

J. D. Willis  
Southeastern Region

C. E. Harmon  
Northeastern Region

ACTIVITY ABSTRACT:

MPIO Regions have responsibility for direct delivery of regulatory inspection services to the affected industry. Delivery of these services is achieved through a network of five regional offices, 26 area offices, and 200 inspection circuits.

ACTIVITY OBJECTIVES:

1. REGIONAL LEVEL--Direct the application of inspection policies and manage assigned resources to maintain an efficient and effective program.
  - a. Maintain a mandatory program for the inspection of meat and poultry products intended for human consumption.
  - b. Direct and monitor the integration of inspection policy into operational programs; evaluate the supervision and direction provided to the circuit and the IPPS levels by the area level of the organization; and monitor the effectiveness of efforts to upgrade general in-plant sanitation standards.
  - c. Provide technical advice and financial assistance to State inspection programs.
  - d. Coordinate integration of resource management decisions into operational programs.
  - e. Direct and monitor personnel and general management programs.
2. AREA LEVEL--Manage inspection and human resource activities for a group of circuits and assure consistency in the direction, approach, and application of regulatory inspection policy on the affected industry.



- a. Monitor the integration of inspection policy into operational programs and evaluate the supervision and direction provided to the IPPS. Evaluate efforts to upgrade general in-plant sanitation standards.
  - b. Provide technical direction to efforts ensuring the maintenance of States "equal to" status.
  - c. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.
  - d. Manage assigned people and dollar resources.
  - e. Participate with FSIS and other government agency officials concerning cooperative efforts in the review, assessment, or development of effective regulatory activities.
3. CIRCUIT LEVEL--Provide supervisory control and direction to the IPPS which assures uniformity in the application of regulatory inspection policy and procedures on the affected industry.
- a. Evaluate the effectiveness of the IPPS.
  - b. Assess "equal to" status of State inspection programs and other federally-exempt establishments.
  - c. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
EMERGENCY PROGRAMS STAFF, RO, MPIO

ACTIVITY LEADER: E. E. Montgomery

ACTIVITY ABSTRACT: The Emergency Programs Staff coordinates the FSIS response to emergency situations affecting the acceptability of meat and poultry products for human consumption. Emphasis is directed to situations where meat and poultry products are contaminated with drug or chemical residues, other adulterants or microbiological contamination that would require the recall of affected products. The Emergency Programs Staff is a focal point for reporting all such contamination problems, including radiological, that are identified by MPIO field personnel, other FSIS programs, other Federal and State government agencies and industry. This Staff also directs and coordinates FSIS Contamination Response System (CRS) teams, which provide expertise in resolving emergency contamination problems and provide guidance to MPIO field personnel in determining the critical nature of contamination situations.

- ACTIVITY OBJECTIVES:
1. Carry out the responsibilities of MPIO in response to residue violations.
    - a. Coordinate activity of CRS team on every residue finding which meets CRS criteria. (Ongoing)
    - b. Provide guidance to MPIO field personnel in determining the appropriate response to residue contamination incidents and coordinate these actions with Regional Operations and other FSIS units. (Ongoing)
    - c. Assess, maintain, and coordinate MPIO field activities in the implementation of Science residue programs to assure that they are conducted uniformly and appropriately. (Ongoing)
  2. Improve CRS activities.
    - a. Review what residue findings are covered by CRS and maintain the active status of the CRS team. (Ongoing)
    - b. Cooperate with FDA and the Environmental Protection Agency (EPA) in establishing contact within State governments for reporting residue problems. (Ongoing)
    - c. Implement FSIS procedures for the Agency's response to CRS problems. (Ongoing)

- d. Prepare and implement plans for a permanent headquarters based CRS Control Center. (Ongoing)
  - e. Implement plans for an onsite CRS logistical support Control Center. (Ongoing)
3. Establish and maintain a system for responding to food contamination problems other than residues.
- a. Implement FSIS procedures for the Agency's response to recall situations including determining the need for the recall. (Ongoing)
  - b. Coordinate the FSIS team action in response to emergency situations. (Ongoing)
  - c. Plan, coordinate, and serve as MPIO's liaison with Agency officials for activities related to the Federal Emergency Management Agency (FEMA). (Ongoing)
4. Plan and develop proposals for automated systems needed for CRS and MPIO case response.
- a. Manage and account for resources utilized in response to CRS and other emergency situations. (Ongoing)
  - b. Expand current Electronic Mail System capabilities of the staff to include communication links with the MPIO regional and field offices. (Ongoing)

TABLE 12 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EMERGENCY PROGRAMS STAFF, RO, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Respond to Residue Violations	Ongoing	2	86
a. Coordinate CRS Team Activity			
b. Provide Guidance to MPIO Field Personnel			
c. Correlate MPIO Field Activities in Residue Programs			
Objective 2 - Improve CRS Activities	Ongoing	2	86
a. Review Findings			
b. Federal/State Liaison			
c. Procedures for Agency Response to CRS Problems			
d. Headquarters CRS Control Center			
e. Onsite Field CRS Control Center			
Objective 3 - Establish and Maintain a System for Other Food Contamination Problems	Ongoing	1	44
a. Implement FSIS Recall Procedures			
b. Coordinate Response to Emergency Situations			
c. FEMA Activities			
Objective 4 - Develop Proposals for Automated Systems	Ongoing	1	44
a. Management Resource Utilization			
b. Expand Electronic Mail System			
TOTAL		6	260

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
FEDERAL-STATE RELATIONS STAFF, RO, MPIO

ACTIVITY LEADER: C. O. McCullough

ACTIVITY ABSTRACT: The Federal-State Relations Staff provides leadership and technical assistance to MPIO and State officials in States conducting inspection programs for meat and poultry products that will be sold only within the State. Such State intrastate inspection programs must be at least "equal to" the Federal system. To determine the continuing adequacy of State programs in maintaining at least equal programs, State laws and regulations, appropriations, staffing, enforcement, and plants are reviewed. This Staff coordinates policy interpretation and determinations with other headquarters staffs on custom-exempt operations, caterers, retailers and similar operations. This Staff provides technical input on inspection activities for state operations under the Cooperative Inspection Program during the financial development and allocation process.

- ACTIVITY OBJECTIVES:
1. Provide information and guidelines concerning State inspection programs.
    - a. Meet with State program directors at regional and national meetings to coordinate uniform application of inspection requirements and obtain their ideas and suggestions. (Ongoing)
    - b. Ensure that State program officials receive technical materials and information relevant to Federal-State meat and poultry inspection. (Ongoing)
    - c. Ensure that State program officials receive and are given the opportunity, where appropriate, to comment on proposed changes in Federal laws, regulations, procedures and directives. (Ongoing)
    - d. Participate in meetings with other government agencies, industry organizations, consumer groups, educational institutions, and other interested groups to discuss program policy and procedures, and to obtain input for enhancing the program. (Ongoing)
    - e. Coordinate with other headquarters staffs to ensure that State program concerns are considered in the decisionmaking process. (Ongoing)

2. Coordinate the reviews and analyses of State inspection programs to ensure that State programs meet the "equal to" provisions of the meat and poultry inspection laws.
  - a. Coordinate the certification reviews with the Regional Directors. (Ongoing)
  - b. Review and analyze State review reports to determine the status of the State programs. (Ongoing)
  - c. Conduct management and program assessments of State inspection programs. (Ongoing)
  - d. Confer with other headquarters' staffs to determine if State programs are meeting "equal to" provisions. (Ongoing)
  - e. Obtain uniformity of review standards among areas and regions through use of team correlation techniques. (Ongoing)
3. Conduct special projects.
  - a. Coordinate activities associated with State designations, difficulties in administering State programs, and pending State legislation. (Ongoing)
  - b. Formulate policy and procedures for the oversight of the State self-certification program. (I)
  - c. Coordinate implementation of the State self-certification program. (II)
  - d. Develop instructions and procedures for custom operations in official establishments. (I)

TABLE 13 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FEDERAL-STATE RELATIONS STAFF, RO, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Provide Guidance for State Inspection	Ongoing	1	55
a. Meet with State Directors			
b. Receipt of Technical Materials			
c. State Input on Changes			
d. Agencies/Industries Liaison			
e. Headquarters Coordination			
Objective 2 - Assure States Meet the "Equal To" Provisions of MPI Laws	Ongoing	1	60
a. Coordinate Certification Reviews			
b. Analyze State Review Reports			
c. Conduct On-Site Reviews			
d. Determine "Equal To" Status of States			
e. Obtain Uniform Review Standards			
Objective 3 - Special Projects		1	60
a. State Designation Activities	Ongoing		
b. Formulate State Self- certification Program	I		
c. Implement State Self- certification Program	II		
d. Develop Instructions for Custom Operations	I		
TOTAL		3	175

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**Section VIII**  
**Meat and Poultry**  
**Inspection Technical**  
**Services**





FY 1987 PROGRAM AREA PLAN FOR  
MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

PROGRAM LEADER: J. W. McCutcheon

PROGRAM ABSTRACT: Meat and Poultry Inspection Technical Services (MPITS) is responsible for a broad range of functions in support of the inspection program. These functions include: (1) developing procedures for inspecting livestock, poultry, and their processed products; (2) coordinating the development of facility, equipment, and sanitation requirements; (3) assessing the food safety and public health implications of emerging agricultural practices and technology; (4) developing inspection staffing standards; (5) providing data/information to FSIS management and other users; (6) developing training materials and delivery of training to inspection personnel; (7) developing meat and poultry product standards; and (8) carrying out label approval and labeling policy development functions to assure that meat and poultry product labels are truthful and not misleading. The Deputy Administrator for Meat and Poultry Inspection Technical Services manages meat and poultry inspection program activities for the following Divisions: Facilities, Equipment and Sanitation; Industrial Engineering and Data Management; Processed Products Inspection; Program Training; Slaughter Inspection Standards and Procedures; Standards and Labeling; and the Technology Transfer and Assessment Staff.

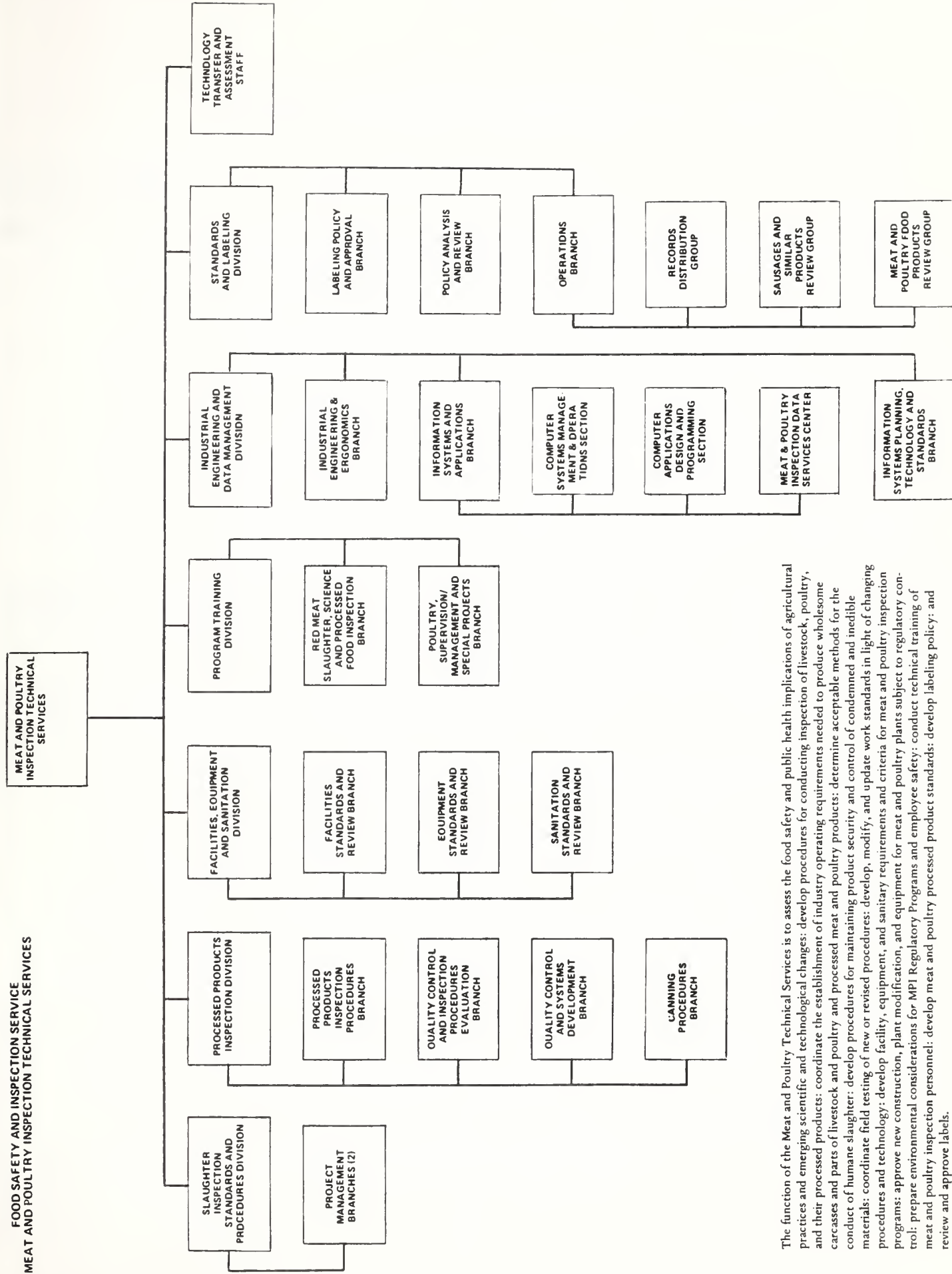
- PROGRAM GOALS:
1. Continue the development of inspection procedures that require less labor without reducing consumer protection.
  2. Support the implementation of total quality control (TQC) in meat and poultry processing plants by providing:  
(a) policy support for industry and program direction;  
(b) work standards that measure the work required at each plant; and  
(c) QC training for meat and poultry inspectors and supervisors.
  3. Develop and implement methods and means to streamline label approval procedures and develop, maintain, and publish product standards and labeling requirements.
  4. Provide for the review of blueprints and specifications for both facilities and equipment for meat and poultry plants.
  5. Provide a means for FSIS to evaluate the program impact of new technologies.

6. Implement the inspection Information Resources Management (IRM) System and oversee automated data processing (ADP) activities throughout the inspection program so that requests are serviced in a timely manner.
7. Provide staff support for the U.S. Codex Alimentarius activities relating to processed meat and poultry, food labeling, meat hygiene, and soy protein.
8. Provide support for resolving sanitation problems in inspection.
9. Coordinate FSIS policy in the control and use of nitrite.

TABLE 14 - MEAT AND POULTRY INSPECTION  
TECHNICAL SERVICES PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator	10	5	460	4
Facilities, Equipment and Sanitation Division	24	11	1,020	9
Industrial Engineering and Data Management Division	45	20	2,349	22
Processed Products Inspection Division	30	14	1,642	15
Program Training Division	44	20	2,549	24
Slaughter Inspection Standards and Procedures Division	22	9	1,000	9
Standards and Labeling Division	40	18	1,640	15
Technology Transfer and Assessment Staff	6	3	240	2
Total Program Area	221	100	10,900	100

FOOD SAFETY AND INSPECTION SERVICE  
MEAT AND POULTRY INSPECTION TECHNICAL SERVICES



The function of the Meat and Poultry Technical Services is to assess the food safety and public health implications of agricultural practices and emerging scientific and technological changes: develop procedures for conducting inspection of livestock, poultry, and their processed products: coordinate the establishment of industry operating requirements needed to produce wholesome carcasses and parts of livestock and poultry and processed meat and poultry products: determine acceptable methods for the conduct of humane slaughter: develop procedures for maintaining product security and control of condemned and inedible materials: coordinate field testing of new or revised procedures: develop, modify, and update work standards in light of changing procedures and technology: develop facility, equipment, and sanitary requirements and criteria for meat and poultry inspection programs: approve new construction, plant modification, and equipment for meat and poultry plants subject to regulatory control: prepare environmental considerations for MPI Regulatory Programs and employee safety: conduct technical training of meat and poultry inspection personnel: develop meat and poultry processed product standards: develop labeling policy: and review and approve labels.



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
FACILITIES, EQUIPMENT AND SANITATION DIVISION, MPITS

ACTIVITY LEADER: B. T. Woods, Jr.

ACTIVITY ABSTRACT: The Facilities, Equipment and Sanitation Division (FESD) is primarily responsible for: (1) the review, approval and/or disapproval of blueprints and specifications of meat and poultry facilities to determine if design, sanitation, and construction comply with current sanitary standards; (2) the review of blueprints and parts-material lists pertaining to equipment and accepting, rejecting, or identifying modifications needed to render the equipment acceptable based on this review and experimental installation in the plant environment; (3) the review of sanitation, pest control, water conservation programs and policies, and energy and natural resource saving proposals; (4) the development of regulations, standards, and guidelines pertaining to facilities, equipment, and sanitation; and (5) acting as a resource to other MPITS units as well as on engineering questions concerning building materials, construction, plumbing, lighting, ventilation, refrigeration, condensation, and electrical safety.

- ACTIVITY OBJECTIVES:
1. Facilities and equipment review.
    - a. Review an estimated 3,000 sets of prints and specifications for facilities within 10 workdays of receipt and reply to correspondence within 5 workdays of receipt. (Ongoing)
    - b. Review an estimated 2,350 prints and parts lists for equipment within 10 workdays of receipt and reply to correspondence within 5 workdays of receipt. (Ongoing)
  2. Review and evaluate the sanitation parts of Total Quality Control (TQC) programs.
    - a. Review 100 TQC programs. (Ongoing)
    - b. Review two Microbiological Control and Monitoring Programs (MCMP) from each region. (Ongoing)
    - c. Review pesticide programs as submitted. (Ongoing)
    - d. Review Partial Quality Control (PQC) programs for preoperation sanitation in slaughter plants, as submitted. (Ongoing)
  3. Develop regulations, standards, and guidelines for facilities, equipment, and sanitation.

- a. Prepare and publish three times per year an agricultural publication entitled "Accepted Meat and Poultry Equipment (MPI-2)." This publication lists equipment that has been accepted for use in federally inspected meat and poultry plants and also contains conditions of use established at the time of acceptance of the equipment. (Ongoing)
- b. Develop facilities guidelines for construction and layout of a "processing plant" oriented version of Agriculture Handbook 570. (II of FY 1988)
- c. Present a program on facilities, equipment, and sanitation to circuit supervisors in at least five areas. (Ongoing)
- d. Review (with Review and Evaluation Staff) the effectiveness of guidelines developed in FY 1985 for the review of MCMP programs. (II)
- e. Assist Program Training Division (PTD) in training personnel from regional to plant level on facilities, equipment, and sanitation. (Ongoing)
- f. Develop sensor criteria for automatic defect detection systems as an aid to meat and poultry inspection. (II of FY 1988)
- g. Explore possibility of requiring certain maintenance information be provided regarding equipment when the initial evaluation is made and certain maintenance and performance requirements be required of the users of the equipment. (IV)
- h. Develop inspection work place design criteria for a less stressful inspection environment. (Ongoing)
- i. Continue to work with the Food Ingredient Assessment Division to establish and maintain a computerized data base for compounds (paints, plastics, etc.). (Ongoing)
- j. Continue to work with industry and inspection personnel to prevent contamination of product with volatile materials when floors are resurfaced. (Ongoing)
- k. Provide support to other organizations (government as well as industry) in resolving facility, equipment, or sanitation problems and in developing new systems or maintaining existing systems. (Ongoing)
- l. Develop a pesticide training program in cooperation with the PTD to explain indepth inspector responsibilities in the area of pest control. (IV)



4. Review proposals for energy and natural resource savings.
  - a. As submitted, approximately 10 water reuse proposals will be evaluated by the Water Reuse Subcommittee, and a reply will be made within 10 working days. (Ongoing)
  - b. The Water Policy Task Force will meet as necessary, but at least once per year, to evaluate Agency water policy. (Ongoing)
  - c. Provide engineering consultation to the Program and to industry on energy. (Ongoing)
  - d. Review plants that are identified as having condensate problems and make recommendations on how to resolve problems. (Ongoing)
  - e. Continue to work with industry on use of outside air in lieu of mechanical refrigeration. (Ongoing)
5. Review veal slaughter and dressing techniques, practices, and procedures to determine if they contribute to contamination of carcasses as alleged by processors of veal. (III)
6. Complete activities that are in process.
  - a. Continue to pursue identity of optimal light source (quality) to accomplish inspection visual tasks. (II of FY 1988)
  - b. Continue committing facility files to plant profile system. (II of FY 1988)
  - c. Complete writing of all applicable program information into the directive system. (IV)
  - d. Finish development of and implement guidelines for final area space (the space required to perform veterinary post-mortem disposition of USDA retained carcasses at time of slaughter). (IV)

TABLE 15 - FY 1987 PROGRAM ACTIVITY OBJECTIVES  
FACILITIES, EQUIPMENT AND SANITATION DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Facilities and Equipment Review	Ongoing	13.0	553
a. Review Facilities			
b. Review Equipment			
Objective 2 - Review and Evaluate Programs	Ongoing	1.0	42
a. 100 TQC Programs			
b. 2 MCMPs Per Region			
c. Pesticide Programs			
d. PQC Programs for Preop Slaughter			
Objective 3 - Regulations, Standards, and Guidelines		6.0	255
a. Publish Tri-Annually MPI-2	Ongoing		
b. Develop Guidelines For "Processing Plant"	II of FY 1988		
c. Present Program to Field Personnel	Ongoing		
d. Review With R&E Guidelines of MCMPs	II		
e. Assist PTD in Training Personnel	Ongoing		
f. Develop Sensor for Defect Detection System	II of FY 1988		
g. Information Required for Equipment Maintenance	IV		
h. Develop Work Space Design Criteria	Ongoing		
i. Develop Data Base for Compounds	Ongoing		
j. Continue Program to Avoid Contamination	Ongoing		
k. Provide Support to Other Organizations	Ongoing		
l. Develop Pesticide Training Program	IV		
Objective 4 - Energy and Natural Resource	Ongoing	.5	21
a. Evaluate 10 Water Reuse Proposals			
b. Evaluate Agency Water Policy			
c. Provide Consultation on Energy			
d. Continue Condensate Program			
e. Continue Outside Air Program			
Objectives 5 - Veal Slaughter and Dressing Review	III	.5	21
Objective 6 - Complete Activities in Process		3.0	128
a. Optimal Source of Light for Inspection	II of FY 1988		
b. Continue Plant Profile System	II of FY 1988		
c. Complete Information to Directive System	IV		
d. Finish Final Space Guidelines	IV		
TOTAL		24.0	1,020



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
INDUSTRIAL ENGINEERING AND DATA MANAGEMENT DIVISION, MPITS

ACTIVITY LEADER: P. M. Taylor

ACTIVITY ABSTRACT: The Industrial Engineering and Data Management Division has a principal role in formulation, presentation, and implementation of policies and practices pertaining to industrial engineering and computer-based information resources management (IRM) activities for the Agency. Functional responsibilities of the Division include: (1) develop work measurement standards consistent with human engineering factors; (2) study new methods of doing work measurement for inspection program accomplishments; (3) provide leadership and support for the Agency IRM Coordinating Committee on all technical IRM matters and serve as Agency liaison for IRM systems standardization; (4) plan and direct operations of FSIS computer systems and associated telecommunications; (5) process and present annual inspection data for Agency officials and other interested groups; (6) perform studies and analyses of program operations to support ADP procurement requests, system designs, IRM plans and budgets.

ACTIVITY OBJECTIVES: 1. Develop work measurement standards in support of program activities.

- a. Complete Inspection System Work Plan (ISWP) dictionary and staffing standard and participate in the implementation of ISWP. (II)
- b. Develop a method for varying inspection resource requirements for discretionary inspection in processing. (II)
- c. Collect work measurement data of the Streamlined Inspection System (SIS) cattle procedure at slow and medium speeds and develop staffing standards for steers and heifers, cows and bulls. (II)
- d. Validate the swine and cattle Quality Control (QC) Monitoring staffing standards. (II)
- e. Support SISP in Third Generation project development. Work measure the line inspector function and complete the workload analysis. (III)
- f. Complete work measurement of a 3 inspector SIS in broilers and cornish hens. Develop staffing standards for these procedures. (III)

- g. Assist SISP in developing an inspection procedure for the ALEX 4000 poultry machine. Collect work measurement data and develop staffing standard. (IV)
- h. Assist SISP in developing an inspection procedure for turkeys. Develop a staffing standard for:
  - Turkeys on a 2 point hang. (Market International) (III)
  - Specialized custom boning (cannery cut). (IV)
- i. Develop the work measurement standards for updated and revised livestock ante-mortem inspection procedure. (III)
- j. Develop the work measurement standards for edible viscera inspection in beef and swine. (III)
- k. Assist SISP in developing a SIS inspection procedure for sheep. Collect work measurement data and develop staffing standards. (IV)
- l. Participate in the development of the side table for the inspection of cattle viscera. (II)
- m. Analyze the GS-8 QC monitoring functions in red meat and poultry. Define areas of duplication between the GS-8 QC Monitor, the IIC and the floor man. Make recommendations to eliminate task duplication. (II)
- n. Participate with SISP in developing an appropriate inspection procedure for the Stork Gamco Machine. Collect work measurement data and develop a staffing standard for:
  - Automatic transfer - removal of birds from the conveyer line. (IV)
  - Handling of rejected birds from the line. (IV)
- o. Collect work measurement data, analyze data, and implement a preliminary staffing standard in a pilot port of the Import Inspection Program. (II)
- p. Participate with Science in the development of a procedure for conducting sulfa onsite tests. Collect work measurement data and develop a staffing standard. (IV)

2. Support Agency Information Resources Management Coordinating Committee (IRMCC).
  - a. Provide leadership and staff support for the IRMCC and staff support for the IRM Review Board. (Ongoing)
  - b. Direct the Agency initiative to establish data processing standards and conventions for integrating IRM systems and procedures in concert with the IRMCC. This includes standard codes, plant profiles and other universal requirements for system interface. (Ongoing)
  - c. Provide Agency liaison with the Department through the Departmental Systems Review Board, Senior IRM Technical Committee, and the Office of Information Resources Management (OIRM). (Ongoing)
  - d. Develop framework for Agency IRM Long-Range Plan, coordinate program submissions, and generate final package for review of IRMCC/Information Resources Management Review Board (IRMRB). (IV)
  - e. Develop policy and guidelines on ADP Security and perform functions of FSIS ADP Security Officer. Prepare Agency ADP Security Plan. (Ongoing)
  - f. Lead the Agency initiative, in coordination with the IRMCC, to establish microcomputer software standards for word processing, spreadsheet analysis, telecommunications and database management. (I)
  - g. Identify and analyze repetitive, external requests for releasable non-sensitive information which is maintained in data files and with some modification (examine support requirements) could be relayed to the Department Electronic Dissemination of Information System (EDI 1) for external access. (IV)
3. Provide leadership and direction for evaluation of the feasibility of and methodologies for collecting and utilizing management information in the day-to-day direction of the meat and poultry inspection process. (IV)
4. Manage the Agency computing facilities.
  - a. Manage the data entry and validation services of FSIS inspection reporting and other Agency automated report processing requirements. (Ongoing)

- b. Manage the FSIS computer facility ensuring a responsive computing resource to Agency users. Update and maintain facility hardware and software to support Agency demands. (Ongoing)
  - c. Ensure integrity of Agency databases by regular system backups, off-site storage, and the active support of and compliance with prescribed security requirements. (Ongoing)
  - d. Develop "User Manual" which converts guidelines for use of all system software packages and/or programmer tools. (III)
  - e. Provide telecommunications support.
    - (1) Provide technical review and analysis of FSIS requirements, hardware and software to ensure compatibility with existing FSIS hardware for the use of the Departmental Network DEPNET and Departmental Local Area Network (LAN). (Ongoing)
    - (2) Install hardware and software in the FSIS Computer Facility to accomplish the implementation of DEPNET and LAN. (IV)
    - (3) Provide technical review and evaluation of the DEPNET and LAN after installation to ensure that installed equipment and software are performing as expected. (Ongoing)
    - (4) Provide technical support in the use of the DEPNET and LAN among the FSIS Divisions and Staffs. (Ongoing)
  - f. Provide technical review and analysis of hardware, software, and ADP services to ensure justification, Agencywide compatibility, and conformance to Agency Long-Range Plans. This analysis supports Agency decisionmaking for approval of the request. (Ongoing)
5. Support and implement database sharing.
- a. Provide technical review and analysis of FSIS requirements, hardware and software to ensure compatibility with existing FSIS hardware for sharing of computer information among FSIS minicomputers and microcomputers. (Ongoing)
  - b. Justify, acquire, and install hardware and software to accomplish computer data sharing. (II)

- c. Provide technical evaluation of database sharing to ensure that, as installed, the equipment and software are performing as expected. (Ongoing)
  - d. Develop guidance material to support database sharing among the FSIS divisions and staffs. (Ongoing)
- 6. Support and implement IRMRB directives.
  - a. Analyze, design, program, and maintain automated system applications as directed by the IRM Review Board; for example, the Travel Expenditure Reporting System (TERS), Planned Compliance Program, and Import Protein Fat Free (PFF) projects. (Ongoing)
  - b. Provide functional specification, contract management and technical review necessary to maintain or complement information systems. For example, the revisions to the PFF-Domestic System are being made by contractor under oversight management and review. (Ongoing)
- 7. Provide ADP analysis and application development services.
  - a. Manage the content and data integrity of the Common On-Line Reference for Establishments (CORE). Provide guidelines for user access. (Ongoing)
  - b. Conduct studies and perform analyses of IRM activities. Assist in writing, coordinating, and managing contracts for IRM support. (Ongoing)
  - c. Perform analyses, design, programming, documentation, implementation, and maintenance of interactive management information applications. (Ongoing)
  - d. Prepare data extracts and summaries in response to requests from FSIS staffs, other government agencies, Congress, academic and research groups, and the public. (Ongoing)
  - e. Provide technical support for FSIS users on microcomputer operations, interface among computers, and telecommunications. (Ongoing)



TABLE 16 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INDUSTRIAL ENGINEERING AND DATA MANAGEMENT DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Develop Work Measurement Standards		8	400
a. ISWP Dictionary and Standards	II		
b. Discretionary Inspection	II		
c. SIS Standards for Cattle	II		
d. QC Monitoring Standards - Cattle/Swine	II		
e. Third Generation Workload Analysis	III		
f. SIS Standard-3 Inspector-Broilers-Cornish Hens	III		
g. Standard for Alex 4000	IV		
h. Standard-Turkey-2 Point Hang/Custom Boning	IV		
i. New Standard for Ante-mortem	III		
j. Standard for Edible Viscera	III		
k. SIS Standard - Sheep	IV		
l. Develop Procedure for Cattle Viscera Side Table	II		
m. IIC/GS-8 Task Duplication	II		
n. Standard - Stork Gamco Machine	IV		
o. Preliminary Standard - Import	II		
p. Standard-Sulfa Onsite Tests	IV		
Objective 2 - Provide Leadership and IRMCC Support		5	260
a. Leadership for the IRMCC	Ongoing		
b. Agency IRM Standards and Procedures	Ongoing		
c. Departmental Liaison	Ongoing		
d. IRM Long-Range Planning	IV		
e. ADP Security	Ongoing		
f. Implement Microcomputer Software Standards	I		
g. On-line Data Access (SDI)	IV		
Objective 3 - Provide Direction for Feasibility of Management Information Driven Inspection Process	IV	1	52
Objective 4 - Manage the Agency Computing Facilities		17	867
a. Manage Data Entry and Validation	Ongoing		
b. Manage FSIS Computing Facility	Ongoing		
c. Perform Backups and Support Security Guidelines	Ongoing		
d. Develop System "Users Manual"	III		

TABLE 16 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INDUSTRIAL ENGINEERING AND DATA  
MANAGEMENT DIVISION, MPITS - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
e. Telecommunications Support	Ongoing		
f. Acquisition Request Reviews	Ongoing		
Objective 5 - Support and Implement Database Sharing		4	208
a. Review FSIS Requirements for Information Sharing	Ongoing		
b. Acquire Necessary Components	II		
c. Review Performance Data	Ongoing		
d. Develop and Update Guidance Material	Ongoing		
Objective 6 - Support and Implement IRMRB Objectives	Ongoing	4	250
a. Analyze, Design, Program, and Maintain System Applications			
b. Contract Management			
Objective 7 - Provide ADP Analysis and Application Development	Ongoing	6	312
a. Manage CORE			
b. Study and Analyze IRM Activities			
c. Develop and Maintain Interactive Applications			
d. Information Requests and Reports			
e. Microcomputer Support			
TOTAL		45	2,349

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

ACTIVITY LEADER: B. F. Dennis

ACTIVITY ABSTRACT: The Processed Products Inspection Division (PPID) is responsible for designing new inspection procedures, evaluating and updating existing procedures, promoting and evaluating good manufacturing practices. In addition, PPID is responsible for guiding a limited amount of research to identify and support new needs and reviewing other related research, evaluating and aiding training, and issuing regulations, directives, etc., to effectuate its objectives. These activities often include such things as conducting surveys, evaluating data, making plant visits, and consulting with competent scientists. Many new activities are multidisciplinary team efforts, requiring skill-full management and coordination. Most ongoing activities require significant resources, but are continually evaluated.

- ACTIVITY OBJECTIVES:
1. Discretionary inspection coordination.
    - a. Develop a model of discretionary inspection. (I)
    - b. Establish pilot plant test in a selected number of TQC plants engaged in further processing of poultry. (IV)
  2. Inspection System and Work Plan (ISWP) coordination.
    - a. Provide technical support to and assist MPIO in implementing ISWP in all non-total quality control (TQC) plants. (I)
    - b. Continue development of the ISWP program. (IV)
  3. Continue development and evaluation of quality control (QC).
    - a. Conduct quarterly evaluations of approved total quality control systems and partial quality control programs against existing guidelines for consistency with those guidelines. (Ongoing)
    - b. Continue developing new partial quality control (PQC) evaluation guidelines so that approval authority can be delegated to the Regional Offices, and evaluate existing guidelines for completeness and applicability for continued use. (Ongoing)
    - c. Revise existing PQC guidelines to give specific direction instead of being questionnaires. (IV)
    - d. Where practical, develop PQC monitoring guidelines for specific PQC programs to be used in-plant by MPIO. (Ongoing)



- e. Complete the issuance of directives to incorporate quality control policies and inspection instructions. (I)
  - f. With IEDM support, make TQC Data Base System accessible to Regions. (IV)
  - g. Revise the model TQC System and include the word EXAMPLE in one inch high, light face type, super-imposed across each page. (IV)
  - h. Develop a TQC "Dictionary" that narrates the specifics of what must be addressed in each element. For example, on water/sewage system state:
    - (1) Whether potable water source is municipal or well on plant property.
    - (2) That USDA quality control inspector (QCI) will be notified as to when potability samples will be taken and when the laboratory report comes in.
    - (3) That the USDA QCI will be notified prior to any changes and/or maintenance to the systems.
    - (4) Whether or not sewage certificate is on file.
    - (5) Whether ice has come in contact with food ingredients or finished product and if so, same tests as for water are run. (IV)
  - i. Conduct continuing education in quality systems by:
    - (1) lending the library materials; (2) sponsoring a certified quality engineer learning experience; and (3) conducting seminars. (Ongoing)
4. Continue application and expansion of total quality control.
- a. Provide technical quality control assistance to the Regional Operations, e.g. seminars, conference calls, individual telephone conversations, etc. (Ongoing)
  - b. Review total quality control systems (125), and revisions of and amendments to total quality control systems (300). (Ongoing)
  - c. Review partial quality control programs (400), and revisions of and amendments to partial quality control programs (350). (Ongoing)

- d. Review and, if necessary, update total quality control systems and partial quality control programs that have been in effect for five years. (Ongoing)
5. Canning projects.
- a. Review process deviation evaluations in canned products (200). (Ongoing)
  - b. Coordinate the handling of abnormal container incidents in canned products (150). (Ongoing)
  - c. Prepare guidelines/instructions to aid MPIO in interpreting and implementing revised regulations for canned products. (I)
  - d. In conjunction with the Container Integrity Task Force, develop: (1) a visual aid (e.g., "picture poster") depicting container defects; and (2) condition-of-container sampling plans with accept/reject criteria. (IV)
  - e. Conduct 15 audits of PQC programs in canning establishments that deal with: (1) handling of process deviations; and (2) incubation testing, including the handling of abnormal containers and associated production. (IV)
  - f. Develop uniform requirements for aseptic processing and packaging systems for FDA participants. (IV)
  - g. Review and approve acceptable automated systems using computers to control critical retorting functions and to generate and store appropriate records. (Ongoing)
  - h. Review a sampling of process schedules used by establishments packing thermally processed, canned, meat and poultry products to determine if they are adequate to yield safe and stable product. (Ongoing)
6. Processes and safety projects.
- a. Continue evaluation of new processes for safety, consumer expectancy, and need for regulatory controls, e.g., noval rendering procedures, reuse of frying oils, bone elimination, mechanically separated species activity and aseptic processing. (Ongoing)
  - b. Continue development of guidelines to prevent future contamination with hard particles, such as metal, plastic, and glass. (IV)

- c. Prepare issue paper on recommended course of action with respect to cooling rates upon completion of ARS research. (IV)
- d. Conduct survey of inspectors to determine what, if any, heating, cooling or storage problems require attention. (IV)
- e. Continue with Agriculture Research Service (ARS) the additional research on dry curing bacon, particularly the processing practices that the survey identified as significantly affecting the nitrosopyrrolidine level. (IV)
- f. Prepare a directive to deal with patties that are partially cooked and therefore are potential health hazard analagous to that of roast/cooked beef. (I)
- g. Adopt the Expert Group recommendation and issue a proposed regulation to ban the use of nitrate and limit ingoing nitrite to 200 ppm in dry cured bacon. (I)
- h. Close out dry bacon proposal issued in FY 1986 by terminating the rulemaking, issuing a final rule, or another proposal. (IV)
- i. With assistance of the Policy and Planning Staff, conduct a consumer expectation study to determine threshold levels for consumer protection. (II)
- j. Based on outcome of consumer expectation study immediately above, prepare issue paper and recommendations as it may affect the regulation entitled Prescribed Treatment of Pork and Products containing Pork to Destroy Trichina (section 318.10). (IV)
- k. Publish a proposed regulation providing Identification Service for poultry that would allow certain operations to be conducted outside the plant similar to what has been done with red meat for many years. (I)
- l. Complete research with Texas A&M for trichinae treatment procedures for country ham. Prepare report and recommendations. (IV)
- m. Publish proposed changes to section 318.10 of the regulations to accommodate irradiation. (IV)
- n. Publish a proposed regulation for good manufacturing practice for manufacturing fermented sausages. (I)

- o. Publish a proposed regulation to establish shelf-stability guidelines for semi-dry sausages. (III)
  - p. Provide support to MPIO in clarifying issuances relating to the approved warehouse program. (IV)
  - q. Develop procedures to control the freezing of products labeled "Keep Frozen," i.e., freeze on the premises or in "an approved warehouse." (IV)
  - r. Evaluate the MP-404 quarterly report for accuracy. (Ongoing)
7. Procedures design (or redesign) projects.
- a. Redesign the MP-404/536 processed product reporting system. (III)
  - b. Revise the computer software system for cured pork products and transfer to MPIO. (IV)
  - c. Close out rulemaking proposed in FY 1986 dealing with edible oil shipped in commerce by terminating the rulemaking, issuing a final rule, or issuing another proposal. (II)
  - d. Finish implementation of the accepted recommendations from the TQC Assessment Task Group and the TBS Report that were targeted for FY 1986. (I)
  - e. Close out rulemaking proposed in FY 1986 to clarify the QC regulations on prescreening plants, impact of Intensified Regulatory Enforcement and terminating mandatory vs. voluntary programs by terminating the proposed rule, issuing a final rule, or issuing another proposal. (II)
  - f. Prepare a directive to deal with controlling yields and/or pump levels of various meat and poultry products, e.g., turkey ham. (IV)
8. General
- a. Provide assistance to International Programs (IP) on policy/procedural matters. (Ongoing)
  - b. Provide technical support and participate in Program Training Division's (PTD) planning and presentations of processing training. (Ongoing)
  - c. Provide technical assistance to Codex Alimentarius, Agricultural Marketing Service (AMS), and other federal agencies. (Ongoing)

TABLE 17 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Discretionary Inspection		2	108
a. DI Model	I		
b. Pilot Plants	IV		
Objective 2 - ISWP		1	54
a. Assist Implementation	I		
b. Continue Development	IV		
Objective 3 - Quality Control		5	270
a. Evaluate Approvals of TQC/PQC	Ongoing		
b. Develop New PQC Guidelines	Ongoing		
c. Revise PQC Guidelines	IV		
d. PQC Monitoring Guidelines	Ongoing		
e. Publish QC Directives	I		
f. TQC Data Base Assessability	IV		
g. Revise Model TQC System	IV		
h. Develop "TQC Dictionary"	IV		
i. Continuing Education in QC	Ongoing		
Objective 4 - Total Quality Control	Ongoing	6	324
a. Technical Assistance			
b. TQC and Revisions			
c. PQC and Revisions			
d. Update TQC and PQC Programs			
Objective 5 - Canning Projects		4	240
a. Process Deviations	Ongoing		
b. Abnormal Containers	Ongoing		
c. Canning Regulations Guidelines	I		
d. Container Defects	IV		
e. PQC Audits	IV		
f. Aseptic Systems to FDA	IV		
g. Automated Retort System	Ongoing		
h. Process Schedule Review	Ongoing		
Objective 6 - Process and Safety		6	360
a. Evaluate New Processes	Ongoing		
b. Hard Particle Guidelines	IV		
c. Issue Paper on Cooling Rates	IV		
d. Survey Heating, Cooling, Storage	IV		
e. Dry Cured Bacon	IV		
f. Partially Cooked Directive	I		
g. Dry Bacon Proposal	I		
h. Dry Bacon Rule Close-out	IV		
i. Consumer Study	II		

TABLE 17 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
 PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
j. Issue Paper and Consumer Study	IV		
k. ID Service for Poultry	I		
l. Country Ham - Trichinae	IV		
m. Irradiation Proposal	IV		
n. Fermented Sausage GMP's	I		
o. Shelf-Stability of Semi-Dry Sausages	III		
p. Approved Warehouse	IV		
q. "Keep Frozen" Controls	IV		
r. MP-404 Quarterly Report	Ongoing		
Objective 7 - Procedures Design		5	231
a. Redesign MP-404/536	III		
b. PFF Transfer	IV		
c. Sealing Edible Oil	II		
d. TBS/FSIS TQC Report	I		
e. QC Regulations Close-Out	II		
f. Yields/Pump Controls	IV		
Objective 8 - General	Ongoing	1	55
a. Assist IP			
b. Assist PTD			
c. Assist Codex, AMS, and Other Federal Agencies			
TOTAL		30	1,642



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
PROGRAM TRAINING DIVISION, MPITS

ACTIVITY LEADER: W. Babcock, Acting

ACTIVITY ABSTRACT: The Program Training Division participates in the planning and formulation of all training policies, programs, and activities of the Meat and Poultry Inspection Program. This is achieved through the design of human performance systems, instructional systems, and supporting instructional materials and programs. This Division (1) reviews existing and proposed criteria and procedures for slaughter and processed products inspection, as well as facilities, equipment, and sanitation systems requirements, to determine training needs and strategies; (2) participates in the administration, planning, development, delivery and evaluation of programs for training of Federal personnel engaged in meat and poultry inspection; (3) participates in training foreign nationals; (4) cooperates with other FSIS personnel, State inspection officials, industry representatives, university officials, and others in planning and conducting training programs; (5) maintains liaison with professional and technical institutions and organizations; and (6) assists in developing Agencywide training programs.

ACTIVITY OBJECTIVES: 1. Design and develop performance systems, instruction systems, and instructional aids for the technical and supervisory training of MPI employees.

- a. Update existing training materials. (Ongoing)
- b. Conduct a curriculum study in slaughter inspection, identifying areas of responsibility, related duties and tasks, and the knowledge and skills needed to carry out these tasks. (IV)
- c. Revamp and expand the Processed Food Inspection Training Program using the Processed Food Inspection Curriculum Guide as a framework for the Training Program. (IV)
- d. Develop instructional programs and materials that meet Agency needs in scientific, technical, and supervisory/management areas. These programs and materials will be developed with respect to:
  - (1) Meat and Poultry Inspection Operations.
    - (a) New circuit supervisors. (IV)
    - (b) Supervisory inspectors-in-charge (IIC's). (IV)

- (c) Conduct of plant and In-Plant Performance System reviews. (I)
  - (d) Team Problem Solving. (IV)
- (2) Science Program
  - (a) Swab Test on Premises (STOP). (II)
  - (b) Annual Residue Plan. (II)
  - (c) Chemistry Quality Assurance. (IV)
  - (d) Calf Antibiotic and Sulfa Test (CAST). (IV)
  - (e) Random Sampling Procedures. (I)
  - (f) Laboratory Safety. (IV)
  - (g) Sample Preparation. (IV)
  - (h) Species Identification Field Test (SIFT). (II)
- (3) International Programs
  - (a) Advanced Import Training. (III).
  - (b) Foreign Nationals. (IV)
- (4) Technical Services
  - (a) Inspection System and Work Plan. (III)
  - (b) Discretionary Inspection. (IV)
  - (c) Inspection and Industry to Support Implementation of Total Quality Control Labelling Regulations. (IV)
  - (d) Label Review Approval. (III)
  - (e) Streamlined Swine Inspection Procedure. (IV)
  - (f) Cooperative Government/Industry Inspection Procedure. (III)
  - (g) Trim Guidelines for Poultry. (IV)
  - (h) Trim Guidelines for Swine and Sheep. (IV)
  - (i) Selected Disposition of Food Animal Carcasses by Inspector. (II)



- (j) Pest Control Training Program. (IV)
- (k) Basic Microbiology for Inspectors. (IV)
- (l) Pre-operative Sanitation. (IV)
- (m) Common On-Line Reference for Establishments (CORE). (II)
- (5) Program Training Division
  - (a) Local Area Network. (I)
  - (b) Conversion of Lesson Plans to Computer Format. (II)
  - (c) Computer Usage. (IV)
  - (d) Computer Filing System. (II)
  - (e) Generic 182 Program. (I)
  - (f) Redesign of Training Modules in Processed Food Inspection, Slaughter Inspection, and Supervision and Management. (IV)
  - (g) Directed Studies. (IV)
- e. Develop maintenance programs and materials for MPIO field personnel in the scientific, technical and supervisory/management areas.
  - (1) Processed Food Inspection Modules. (IV)
  - (2) Slaughter Inspection Modules. (IV)
  - (3) Supervisory Modules. (IV)
- 2. Deliver technical training to target population.
  - a. Conduct training courses for assembled groups in Total Quality Control, Canning Inspection, Slaughter QC, Supervisor/Management, Carcass Disposition, Food Technologist Training, Veterinary Medical Officer Plant Responsibilities, Meat and Poultry Inspection (MPI) Overviews, and Orientation. (Ongoing)
  - b. Conduct trainee-paced training courses for cross training and induction training for food inspectors in red meat and poultry slaughter and basic processed products inspection. (Ongoing)

- c. Supply individual employees with training learning resources as follows:
    - (1) Process requests for Audiovisual Programs. (Ongoing)
    - (2) Process Directed Studies. (Ongoing)
    - (3) Process requests for programmed instruction and Job Guides. (Ongoing)
  - d. Conduct special training courses, on request, for program groups and for nonprogram groups and individuals, such as industry, State inspectors, university professionals and students, and foreign nationals. (Ongoing)
  - e. Conduct special training for individuals when requested by MPITS directors and managers and State Programs. (Ongoing)
  - f. Develop and/or obtain list of resources for the Continuing Education and Development Program. These resources will include university-based and tailored courses. (Ongoing)
  - g. Conduct train-the-trainer for field trainers. (Ongoing)
- 3. Provide assistance to MPI managers and other FSIS organizational units in the analysis of human performance problems. (Ongoing)
  - 4. Provide assistance to other FSIS managers by participating in task forces, study groups, ad hoc requests, etc. (Ongoing)
  - 5. Determine the adequacy of veterinary and food technology field training. (Ongoing)

TABLE 18 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PROGRAM TRAINING DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Design and Develop Training		23	1,323
a. Update All Materials	Ongoing		
b. Curriculum Study	IV		
c. Processing Training Programs	IV		
d. Instructional Programs and Materials			
(1) Meat and Poultry Inspection Operations			
(a) New Circuit Supervisors	IV		
(b) Supervisory IIC's	IV		
(c) Plant and IIPS Reviews	I		
(d) Team Problem Solving	IV		
(2) Science			
(a) Stop	II		
(b) Annual Residue Plan	II		
(c) Chemistry Quality Assurance	IV		
(d) CAST	IV		
(e) Random Sampling	I		
(f) Lab Safety	IV		
(g) Sample Preparation	IV		
(h) SIFT	II		
(3) International Programs			
(a) Advanced Import Training	III		
(b) Foreign Nationals	IV		
(4) Technical Services			
(a) Inspection System and Work Plan	III		
(b) Discretionary Inspection	IV		
(c) TQCL Regulations	IV		
(d) Label Review Approval	III		
(e) Streamlined Swine Inspection Procedure	IV		
(f) Government/Industry Inspection Procedure	III		
(g) Trim Guidelines for Poultry	IV		
(h) Trim Guidelines for Swine and Sheep	IV		
(i) Disposition by Inspector	II		
(j) Pest Control	IV		
(k) Basic Microbiology	IV		
(l) Pre-operative Sanitation	IV		
(m) CORE	II		

TABLE 18 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PROGRAM TRAINING DIVISION, MPITS - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
(5) Program Training Division			
(a) Local Area Network	I		
(b) Computer Format	II		
(c) Computer Usage	IV		
(d) Computer Filing System	II		
(e) 182 Program	I		
(f) Redesign Training Modules	IV		
(g) Directed Studies	IV		
e. Maintenance Programs and Materials	IV		
(1) Processing Food			
(2) Slaughter			
(3) Supervisory			
Objective 2 - Deliver Training	Ongoing	12	700
a. Conduct Training Courses			
b. Trainee-paced Course Delivery			
c. Supply Training Materials to Individuals			
(1) Audiovisual Programs			
(2) Directed Studies			
(3) Programmed Instruction			
d. Conduct Assembled Training			
e. Conduct Special Individual Training			
f. Continuing Education			
g. Training the Trainer			
Objective 3 - Analysis of Human Performance	Ongoing	2	120
Objective 4 - Task Force Ad Hoc Assistance	Ongoing	5	290
Objective 5 - Determine Adequacy of Training	Ongoing	<u>2</u>	<u>116</u>
TOTAL		44	2,549

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
SLAUGHTER INSPECTION STANDARDS AND  
PROCEDURES DIVISION, MPITS

ACTIVITY LEADER: D. L. Berndt

ACTIVITY ABSTRACT: The Slaughter Inspection Standards and Procedures Division is responsible for designing, testing, and assisting in the implementation of standards and procedures for: (1) the inspection of livestock and poultry at slaughter; (2) the reinspection of food animal carcasses and parts of carcasses subsequent to slaughter using quality control programs; (3) the control of condemned and inedible meat and poultry at inspected establishments; and (4) ensuring the humane handling and slaughter of livestock. Related to these primary responsibilities, the Division is also responsible for furnishing technical guidance, as requested, and for the evaluation of foreign inspection procedures as well as industry, consumer, and other government agencies' proposals in its areas of primary responsibility.

- ACTIVITY OBJECTIVES:
1. Modernize slaughter inspection procedures.
    - a. Evaluate the Streamlined Inspection Systems - Swine with and without quality control programs in two demonstration pilot plants. Publish final rules on each system, and assist in the implementation of each system. (IV)
    - b. Establish staffing standards for all plants operating under the Streamlined Inspection Systems - Cattle with and without quality control programs. Publish final rules on each system, and participate in the implementation of each system. (IV)
    - c. Establish one additional broiler plant and one turkey plant on the cooperative government/industry inspection procedure, publish a final rule, and assist in the implementation. (III)
    - d. Develop alternate methods for livestock ante-mortem inspection and publish proposed rules. (III)
    - e. Review and design a streamlined inspection procedure for sheep. (IV)
  2. Develop slaughter inspection standards.
    - a. Publish final rule for beef edible viscera standards. (III)
    - b. Publish final rule for swine edible viscera standards. (III)

- c. Draft proposed rule for sheep edible viscera. (III)
- 3. Develop new systems to improve the efficiency of inspection.
  - a. Evaluate industry moisture absorption and carcass spray partial quality control programs and develop inspection monitor systems. (Ongoing)
  - b. Evaluate various systems for reconditioning food animal carcasses. (Ongoing)
  - c. Evaluate various chemical bacteriostatic/bacteriocidal treatment programs for food animal carcasses and develop inspection monitoring systems. (Ongoing)
  - d. Design and test effective and efficient alternate inspection systems which accommodate new slaughter technology. (Ongoing)
- 4. Manage the Livestock and Poultry Disease Reporting System including continually evaluating reported data for disease trends, conducting special surveys, and issuing periodic reports on animal diseases and conditions. (Ongoing)
- 5. Evaluate and approve carcass on-line quality control programs for NELs, new turkey inspection, swine, and cattle inspection systems. (Ongoing)
- 6. Manage a program to develop and train Agency veterinarians for Washington staff positions. (Ongoing)
- 7. Test and evaluate in one pilot plant a system which inspectors can effectively use to make selected dispositions of food animal carcasses. (II)
- 8. Review and convert field instructions to directive format for slaughter inspection of livestock and poultry. (Ongoing)
- 9. Develop carcass trimming guidelines for poultry and livestock for implementation and maintenance of new inspection systems. (IV)

TABLE 19 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
SLAUGHTER INSPECTION STANDARDS AND PROCEDURES DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Modernize Slaughter Inspection Procedures		10.0	430
a. Swine Inspection System	IV		
b. Cattle Inspection System	IV		
c. Government/Industry Inspection Procedure	III		
d. Livestock Ante-Mortem Inspection Procedures	III		
e. Sheep Inspection System	IV		
Objective 2 - Develop Slaughter Inspection Standards		2.0	100
a. Beef Edible Viscera	III		
b. Swine Edible Viscera	III		
c. Sheep Edible Viscera	III		
Objective 3 - Develop New Systems for Inspection	Ongoing	4.0	200
a. Moisture Absorption Partial Quality Control Programs			
b. Reconditioning Food Animal Carcasses			
c. Chemical Treatment Programs for Carcasses			
d. Test Alternate Inspection Systems			
Objective 4 - Manage the Livestock and Poultry Disease Reporting System	Ongoing	1.0	45
Objective 5 - Evaluate and Approve Carcass On-Line Quality Control Programs	Ongoing	1.5	70
Objective 6 - Manage a Program to Develop and Train Agency Veterinarians	Ongoing	0.5	20
Objective 7 - Test a System Which Inspectors can Effectively Use to Make Selected Dispositions of Food Animal Carcasses	II	1.0	45
Objective 8 - Convert Instructions Into Directives	Ongoing	1.0	45
Objective 9 - Develop Trim Guidelines	IV	<u>1.0</u>	<u>45</u>
TOTAL		22.0	1,000



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
STANDARDS AND LABELING DIVISION, MPITS

ACTIVITY LEADER: M. Glavin

ACTIVITY ABSTRACT: The Standards and Labeling Division administers the prior labeling approval and auditing function of all labeling that is used on U.S. inspected and passed meat and poultry products, and the prior label approval of all labels used on meat and poultry products imported into the United States. The Division reviews all complex labeling prior to its use and monitors/audits all labeling that is approved by field inspectors. The division reviews product formulae to assure that meat and poultry products are formulated with safe and suitable ingredients, that their labels are truthful and not misleading, and that those labels show all required information. Formal product standards are developed to specify meat content and/or expected ingredients of meat and poultry products when industry members or consumers show particular interest in increasing uniformity among products using the same product name. Development of rules to permit or restrict the uses of various food additives is the responsibility of the Standards and Labeling Division. Other regulations in the food labeling area are also developed by the Division, and the Division provides support and advice relating to assigned activities of Codex Alimentarius.

- ACTIVITY OBJECTIVES:
1. Conduct prior label approval program to ensure that meat and poultry products are formulated with safe and suitable ingredients, and are labeled in a manner which is truthful, informative, and not misleading in accordance with the Acts and Regulations.
    - a. Review approximately 100,000 labels and issue approvals, temporary approvals, approvals with modifications and disapprovals as appropriate. Concentrate efforts on those aspects of standards and labeling that concern public health and economic adulteration of products. (Ongoing)
    - b. Review and process all appeals of labeling decisions within the Division and provide additional analyses on recommendations on appeals made to the Office of the Deputy Administrator and Office of the Administrator. (Ongoing)
    - c. Transmit correspondence which relates to the approval status of specific labeling, provides general information and answers interpretative questions as they relate to the label approval functions. (Ongoing)



- d. Audit sketches, labels, and IIC label approvals and issue modifications as appropriate. (Ongoing)
- 2. Continue efforts to increase the responsibility and effectiveness of field personnel and industry for the label approval function so as to increase the efficiency of label approval.
  - a. Develop and publish a final regulation that would expand generic labeling approval to plants operating under a total quality control system. (II)
  - b. Develop and publish guidelines for the conversion of partial quality control programs for nutrition labeling to nutrition labeling verification procedures. (I)
  - c. Issue quarterly reports to the field on status of field label approval efforts, identifying trends, participation, and error rate. (Ongoing)
- 3. Design and implement systems to improve the efficiency and effectiveness of prior label approval as a public protection mechanism.
  - a. Develop and implement statistical auditing procedures for sketch and final label approvals. (III)
  - b. Review and evaluate label handling and review practices in the Division and make recommendations for improvement of label handling and review. (IV)
- 4. Develop new policies, procedures, regulations and guidelines relative to the standards and labeling of meat and poultry products.
  - a. Publish a final rule to permit the use of calcium lactate as a flavor enhancer in sausage products. (I)
  - b. Publish a proposal for the use of silicon dioxide as a dispersing agent for tocopherol in bacon. (II)
  - c. Publish a final rule for the use of sodium lactate and potassium lactate as humectants, pH control agents, and flavoring agents in meat and poultry products. (II)
  - d. Publish a proposal and a final rule for the use of sodium alginate, calcium carbonate, lactic acid, and calcium lactate as a binder matrix in restructured meat food products. (II)
  - e. Publish a final rule for the use of antioxidants in pizza toppings. (II)

- f. Publish a proposal for the use of sorbates as preservative in meat and poultry products. (III)
- g. Publish a proposal for the use of cellulose derivatives as binders in meat food products. (III)
- h. Finalize action on AMI Lite Sausage Petition. (III)
- i. Propose, evaluate, and issue definitions and guidelines for the use and labeling of nonmeat proteins (including blood and bone proteins) in meat and poultry products. (II)
- j. Publish final rule to eliminate container size restriction for meat fat shortening. (IV)
- k. Publish final rule to eliminate, in the standard for Beef (Pork) with Barbecue Sauce, the requirement that the use of thickeners be indicated in a qualifier to the product name. (II)
- l. Publish final rule to modify new PFF regulations with regard to full length of product labeling, size of qualifying statements and restrictions on use of sweeteners. (IV)
- m. Publish proposed rule for labeling of irradiated pork and products containing irradiated pork. (IV)
- n. Publish a proposal to establish PFF standards and controls for turkey ham products. (IV)
- o. Publish a proposal to reconcile the meat and poultry inspection regulations with current practice regarding the addition of corn syrup and sorbitol to meat and poultry products. (III)
- p. Take final action on proposal for Meat Pizza. (I)
- q. Develop guidelines for incentive labelings such as for residue and pathogen control programs. (III)
- r. Take final action on proposal for cooked poultry sausage. (II)
- s. Take final action on proposal for mechanically separated poultry products. (II)
- t. Take action on notice of intent to propose regulations on partially rendered meat items. (IV)

5. Maintain an automated data system of label decisions (LIS) and other data needed to support the prior label approval system. Upgrade the data system to increase usefulness and improve accessability. Assist Agency users in accessing and using label information.
  - a. Enter data regarding label review decisions into the Division's label information system on a timely basis. (Ongoing)
  - b. Conduct LIS searches for Division needs and as requested by other Agency users. (Ongoing)
  - c. Develop recommendations for the automatic expiration of labels after a certain period of time and the purging of such labels from active data files. (IV)
  - d. Review and evaluate recommendations of contractor studying the LIS system. (IV)
6. Continue and complete ongoing projects.
  - a. Evaluate petitions for uses of various food ingredients (approximately 10-20; number will depend on issues raised during the year). (Ongoing)
  - b. Issue policy memos as appropriate to clarify position and ensure truthful label practices (approximately 15-20; numbers will depend upon issues raised during the year). (Ongoing)
  - c. Issue changes as appropriate in Standards and Labeling Policy Book. (Ongoing)
  - d. Issue amenability determinations consistent with Agency guidelines. (Ongoing)
  - e. Participate in activities of the Codex Alimentarius Commission. (Ongoing)
  - f. Review proprietary mix formulations for acceptability and accurate labeling. (Ongoing).
  - g. Reissue FSIS directives in accordance with Agency issuance conversion project:
    - (1) Net weight compliance (MPI Bulletin 211 and 17.10 Manual). (FY 1988)
    - (2) Labeling frozen dinners (MPI Bulletin 563). (I)
    - (3) Labeling proprietary mixes (MPI Bulletins 78-110 and 83-58). (IV)

- (4) Label approvals (17.1 Manual). (I)
- (5) General Procedures (MPI Manual sections 18-24, 18.30, 18.35, 18.36). (II)
- (6) Product names (17.8 Manual). (I)
- (7) Ingredient labeling (17.9 Manual). (I)
- (8) School Lunch Labeling (17.12 Manual). (IV)
- (9) Protective Covering--Poultry (17.19 Manual). (I)

TABLE 20 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
STANDARDS AND LABELING DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Label Integrity	Ongoing	16	655
a. Review Labels			
b. Process Appeals			
c. Transmit Correspondence			
d. Audit Approvals			
Objective 2 - Increase Field and Industry Responsibility		2	80
a. Final TQC Label Regulation	II		
b. Convert label PQC to NLV	I		
c. Issue Quarterly Reports	Ongoing		
Objective 3 - Improve Efficiency and Effectiveness		2	80
a. Statistical Audit of Approvals	III		
b. Evaluate Handlings and Review Procedures	IV		
Objective 4 - Policy Development		8	370
a. Regulation on Calcium Lactate	I		
b. Proposal on Sodium Dioxide	II		
c. Regulation on Sodium Lactate and Potassium Lactate	II		
d. Proposal and Regulation re: Binder Matrix	II		
e. Regulation re: Antioxidants in Pizza Topping	II		
f. Proposal on Sorbates	III		
g. Proposal on Cellulose Derivitives	III		
h. Develop Policy re: Blood Derivitives	III		
i. Develop Guidelines re: Nonmeat	II		
j. Regulation on Margarine Container Size	IV		
k. Regulation on Barbecue Sauce	II		
l. Regulation on PFF	IV		
m. Proposal on Labeling Irradiated Pork	IV		
n. Proposal on Turkey Ham Products	IV		
o. Proposal on Corn Syrup and Sorbitol	III		
p. Proposal on Meat Pizza	I		
q. Guidelines for Incentive Labelings	III		
r. Proposal on Cooked Poultry Sausage	II		
s. Proposal for Mechanically Separated Poultry Products	II		
t. Notice of Intent to Propose Regulation on Partially Rendered Meat	IV		

TABLE 20 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
STANDARDS AND LABELING DIVISION, MPITS - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 5 - Maintain and Upgrade Data System		7	290
a. Timely Data Entry	Ongoing		
b. Conduct Searches	Ongoing		
c. Proposal on Label Expiration	IV		
d. Review and Evaluate LIS Contract Recommendations	IV		
Objective 6 - Ongoing Projects	Ongoing	4	165
a. Food Ingredient Petitions			
b. Policy Memos			
c. Update Policy Book			
d. Issue Amenability Determinations			
e. Participate in Codex			
f. Review Proprietary Mix Formulations for Labeling			
g. Reissue FSIS Directives			
(1) Net Weight	FY 1988		
(2) Frozen Dinners	I		
(3) Proprietary Mixes	IV		
(4) Label Approval	I		
(5) General Procedures	II		
(6) Product Names	I		
(7) Ingredient Labeling	I		
(8) School Lunch Labeling	IV		
(9) Protective Covering	I		
TOTAL		40	1,640

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
TECHNOLOGY TRANSFER AND ASSESSMENT STAFF, MPITS

ACTIVITY LEADER: D. B. Berkowitz

ACTIVITY ABSTRACT: The Technology Transfer and Assessment Staff (TTA) identifies and maintains information on meat and poultry research innovations. TTA provides an "early-warning system" for the impact of new technologies on the agency, and serves as a clearinghouse for research and technical information.

The Staff gathers information by literature reviews, by attending scientific conferences, trade meetings and seminars, and by maintaining contacts with a network of technical people around the world. The TTA Staff constantly interacts with the other technical Staffs in FSIS to exchange information and to assure that TTA is exploring appropriate topics relevant to agency operations.

To disseminate information gathered by TTA, the Staff conducts seminars on technology-related issues. Various topics are also presented in a quarterly publication, Memorandum of Screening and Surveillance (MOSS), or in special reports.

The Technology Transfer and Assessment Staff serves as the Executive Secretariat to the Technology Assessment Steering Committee (TASC). Technologies judged by TTA to be highly relevant to FSIS are presented to the Technology Assessment Steering Committee. TASC may then determine the course of Agency action or request an in-depth assessment. TASC may also select topics of its own and refer them to TTA for assessment.

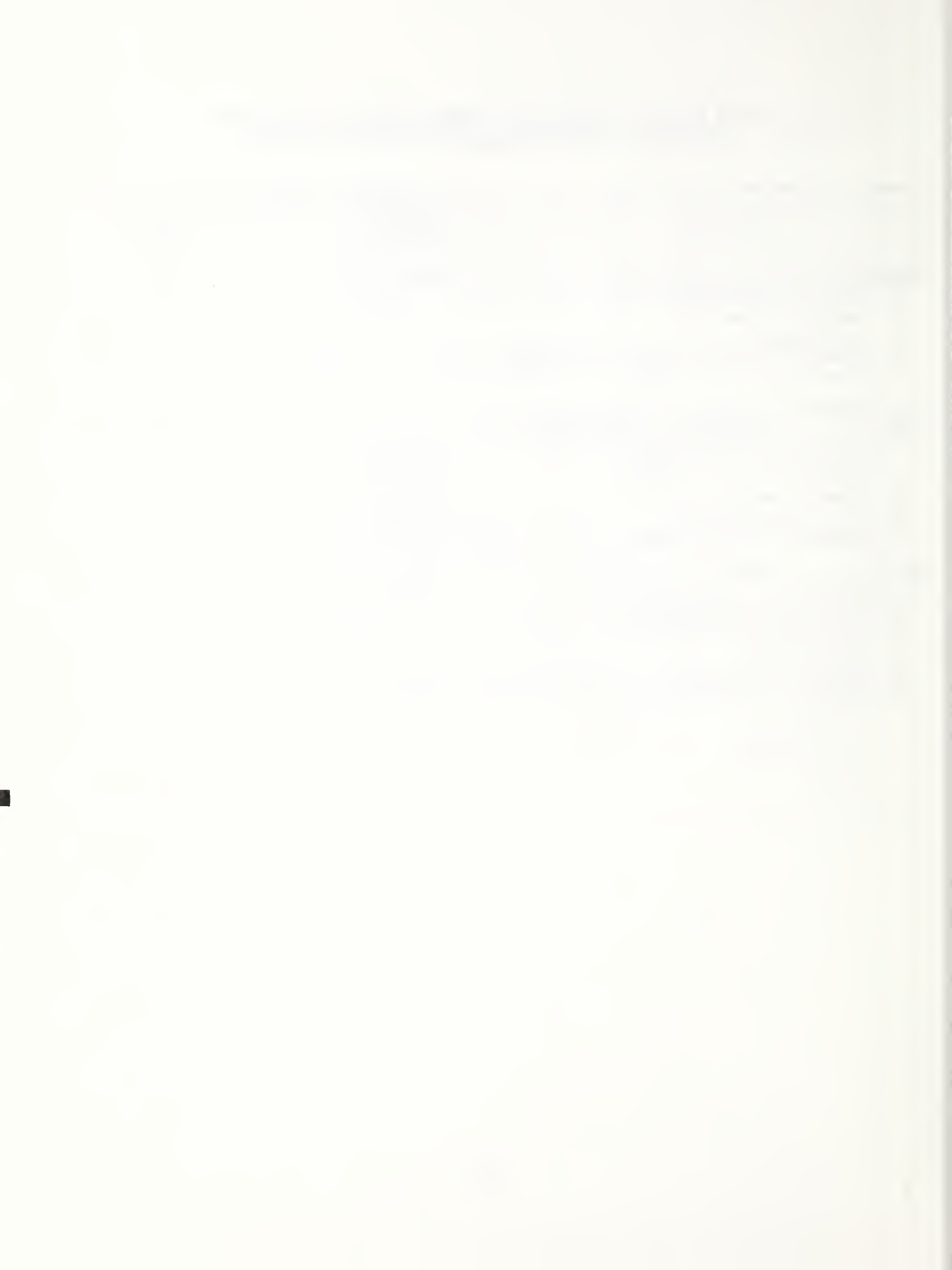
- ACTIVITY OBJECTIVES:
1. Provide support to the Technology Assessment Steering Committee (TASC)
    - a. Prepare information papers for consideration by the Committee. (Ongoing)
    - b. Conduct technology assessment activities as directed by the Committee. (Ongoing)
    - c. Prepare for two to four meetings of the Committee. (Ongoing)
  2. Communicate relevant scientific and technical information to the Agency.
    - a. Publish the Memorandum of Screening and Surveillance (MOSS). (Quarterly)
    - b. Present technical seminars. (Quarterly)



- c. Prepare special reports on topics of particular interest such as the surimi-type processing of chicken. (Ongoing)
  - d. Provide assistance in the field testing of new technologies to be used for inspection, e.g. cysticercosis testing systems. (Ongoing)
  - e. Update Agency portion of USDA Federal Register policy statement on regulation of biotechnology process and products as needed. (Ongoing)
3. Acquire and analyze technical information likely to have an impact on the FSIS mission.
- a. Establish and maintain technical contacts in the United States and in foreign countries. (Ongoing)
  - b. Participate in technical conferences and meetings. (Ongoing)
  - c. Conduct literature searches, monitor publications, and maintain dialogue with other FSIS staffs to identify and focus on useful technologies. (Ongoing)
  - d. Assemble and coordinate task forces for the evaluation of special topics, e.g. Rapid Test Methods. (Ongoing)
  - e. Assist in the evaluation of flock and herd health information and management systems as adjuncts to inspection. (IV)

TABLE 21 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
TECHNOLOGY TRANSFER AND ASSESSMENT STAFF, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Support TASC	Ongoing	3	120
a. Prepare Information Papers			
b. Conduct Technology Assessments			
c. Prepare for two or three Substantive Meeting of the Committee			
Objective 2 - Information Dissemination		2	80
a. Publish Memorandum of Screening and Surveillance (MOSS)	Quarterly		
b. Present Technical Seminars	Quarterly		
c. Prepare Special Reports	Ongoing		
d. Provide Assistance	Ongoing		
e. Biotechnology Functions	Ongoing		
Objective 3 - Information Acquisition	Ongoing	1	40
a. Establish Contacts for Technical Information			
b. Participate in Scientific Conferences			
c. Search Literature			
d. Assemble and Coordinate Task Forces			
e. Evaluate Flock and Herd Health Information			
TOTAL		6	240



# Section IX

## Science



## FY 1987 PROGRAM AREA PLAN FOR SCIENCE

PROGRAM LEADER: R. E. Engel

PROGRAM ABSTRACT: The Science Program provides the Agency with scientific guidance and support in chemistry, epidemiology, microbiology, pathology, toxicology, nutrition, parasitology, and mathematics and statistics. The support services are designed to assure product safety from disease, harmful chemicals, toxins and food poisoning microorganisms, as well as to prevent economic fraud and insanitary preparation. These support services involve the scientific analysis of over 240,000 samples of meat and poultry products each year.

The Science Program area develops and maintains close ties with national and international scientific laboratories and communities to keep abreast of scientific and technological advances and to open new avenues for the exchange of scientific information; participates with other components of FSIS in developing and reviewing policies and procedures relating to FSIS programs; coordinates nutrition activities for FSIS; operates a food-borne hazard reporting system; identifies, recommends, and coordinates the establishment and conduct of appropriate research projects; operates the FSIS regulatory field service laboratories to support program needs; evaluates the safety of food additives for use in meat and poultry products; operates a safety program for FSIS laboratories; assists in the development and implementation of science-related training programs; and coordinates activities and provides guidance and expertise in the implementation of the Equal Employment Opportunity (EEO) Program.

PROGRAM GOALS:

1. Conduct the National Residue Program to control contaminating residues in the domestic meat and poultry supply.
2. Support the FSIS program for control of contaminating residues in imported products.
3. Carry out laboratory support of the FSIS inspection program.
4. Coordinate nutrition activities for FSIS.
5. Operate an effective Science EEO Program.
6. Coordinate a laboratory maintenance and safety program for FSIS laboratories.
7. Conduct a quality assurance program in FSIS, contract and accredited non-FSIS laboratories.

8. Develop new chemical and microbiological methods and improve existing methods.
9. Conduct a comprehensive microbiological monitoring and surveillance program.
10. Coordinate FSIS/ARS research activities for the Agency.
11. Provide administrative, technical, and managerial support for the Science Program.

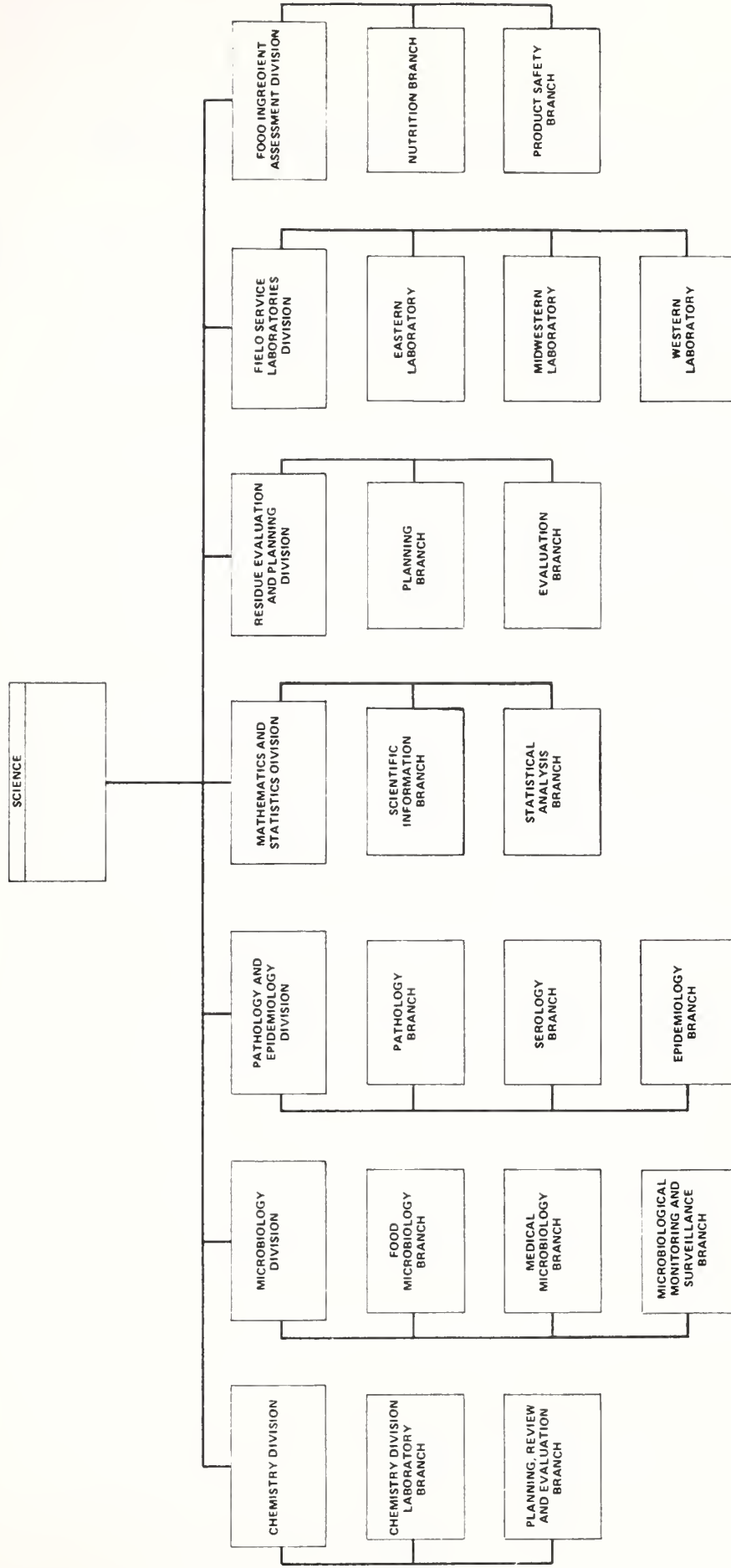
TABLE 22 - SCIENCE PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator <u>1/</u>	(13)	--	(515)	--
Administrative Staff <u>1/</u>	(4)	--	(300)	--
Chemistry Division	20	5	1,274	6
Field Service Laboratories Division	214	57	12,229	61
Food Ingredient Assessment Division	33	9	1,290	6
Mathematics and Statistics Division	22	6	1,308	6
Microbiology Division	44	11	1,893	9
Pathology and Epidemiology Division	23	6	1,140	6
Residue Evaluation and Planning Division	22	6	1,166	6
Total Program Area	378	100	20,300	100

1/ Resources for these support activities are prorated over the resources of the other program area activities in Washington, D.C.; Beltsville, Maryland; Athens, Georgia; St. Louis, Missouri; and Alameda, California.



FOOD SAFETY AND INSPECTION SERVICE  
SCIENCE



The function of Science is to provide scientific guidance and support for FSIS programs; develop and operate a Food-Borne Hazard Reporting System; identify, recommend, and coordinate the establishment and conduct of appropriate research projects; operate the FSIS Regulatory Field Service Laboratories; maintain liaison with national and international laboratories; conduct a program, intramurally or through contract(s), of scientific data collection and review; coordinate the establishment of agency nutritional policies; and, approve use of food additives in meat and poultry products.



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
OFFICE OF DEPUTY ADMINISTRATOR FOR SCIENCE

PROGRAM LEADER: R. E. Engel

ACTIVITY ABSTRACT: This activity provides managerial, staff, and support services for the Science Program. These services include direction and guidance on scientific matters and administrative management support.

- ACTIVITY OBJECTIVES:
1. Carry out a laboratory facilities maintenance and safety program. (Ongoing)
  2. Coordinate FSIS/ARS research activities for the Agency. (Ongoing)
  3. Provide scientific editorial support for Science activities. (Ongoing)
  4. Conduct a program to provide professional development in selected scientific disciplines, in conjunction with accredited colleges and universities. (Ongoing)
  5. Provide opportunities consistent with available funding and personnel ceilings for career advancement of women, minorities, and handicapped persons in five Science Program locations.
    - a. Conduct activities to meet objectives established by the Multi-Year Affirmative Action Plan (MYAAP). (Ongoing)
    - b. Conduct activities to emphasize special hiring programs and training for minorities and women. (Ongoing)

TABLE 23 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
OFFICE OF DEPUTY ADMINISTRATOR FOR SCIENCE

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Facilities Maintenance and Safety Program a. Facilities b. Safety	Ongoing	(1)	(150)
Objective 2 - FSIS/ARS Research	Ongoing	(1)	(35)
Objective 3 - Editorial Support	Ongoing	(1)	(30)
Objective 4 - Training Support	Ongoing	(2)	(50)
Objective 5 - EEO Opportunities a. AAP b. Special Hiring Programs	Ongoing	(7)	(200)
TOTAL		(12) <sup>1/</sup>	(465) <sup>1/</sup>

<sup>1/</sup> All resources for objectives 1, 2, 3, 4 and 5, plus all other support activities of the Office of Deputy Administrator are included in the resources of other Program activities.

FY 1987 PROGRAM ACTIVITY PLAN  
FOR THE CHEMISTRY DIVISION, SCI

ACTIVITY LEADER: R. L. Ellis

ACTIVITY ABSTRACT: Chemistry Division (CD) is responsible for providing technical leadership and guidance to the Agency laboratories in the development and evaluation of new and improved chemical analytical methods. These methods provide the Agency with analytical capability to test for food product ingredients and the presence of environmental contaminants and drug residues. Imported and exported, as well as domestic meat and poultry products are analyzed.

The Division manages an accredited laboratory program to assure quality and integrity of the analytical results generated through the use of private sector laboratories. It also conducts a quality assurance program to assure continuous quality of analytical work.

CD conducts reviews, prepares data for consideration in FSIS policy decisions, and participates in reviewing submitted technical information to assess its accuracy and validity. The Division gives support and leadership in chemistry related scientific matters, both foreign and domestic, and provides technical consultation on projects involving analysis of meat and meat food products as related to human health and environmental programs. It participates with the Food and Drug Administration (FDA) and the Environmental Protection Agency (EPA) in the evaluation of residue analytical procedures for drugs and pesticides which industry has proposed for use in meat and poultry food products.

- ACTIVITY OBJECTIVES:
1. Provide technical guidance in the planning and development of analytical methods suitable for the FSIS regulatory program. Coordinate the transfer of methodology and technology to FSIS and contract laboratories when appropriate.
    - a. Continue assessment of robotics for selected analytical procedures. Methods which are successful during the evaluation period will be introduced in FY 1988 for use in laboratories. (IV)
    - b. Coordinate the development and documentation of mass spectrometry confirmations for selected residue compounds in species and tissues of interest. (Ongoing)
    - c. Coordinate the evaluation of rapid test procedures for food chemistry and introduce successful tests which are appropriate for FSIS use. (Ongoing)

- d. Improve and extend analytical methods for the analysis of domestic and/or imported meat and poultry as needed. (Ongoing)
  - e. Direct the development of analytical methodology for selected pesticides and/or veterinary drugs in species and tissues of interest. (Ongoing)
  - f. Coordinate the development of rapid assays for the detection of pesticides and/or sulfonamides. Introduce as appropriate for FSIS use. (Ongoing)
2. Manage and coordinate the accredited laboratory program.
- a. Implement the requirements of the accredited laboratory rule. (IV)
  - b. Conduct technical preaccreditation laboratory reviews and evaluate laboratory analytical capability by conducting onsite reviews according to standard operating procedures. (Ongoing)
  - c. Provide history files and interlaboratory accreditation maintenance reports for review of performance of the accredited laboratories. (Ongoing)
  - d. Update the accredited laboratory operations manual to comply with provisions in the accredited laboratory rule. (Ongoing)
  - e. Provide semi-annual updated list of accredited laboratories for publication in the Meat and Poultry Inspection Directory. (Ongoing)
  - f. Provide appropriate training to Laboratory Staff Officers (LSOs) in accredited laboratory operations and laboratory review procedures. (Ongoing)
  - g. Provide a quarterly report on the performance of the accredited laboratories. (I, II, III, IV)
3. Conduct a quality assurance program.
- a. Conduct technical reviews of the Chemistry sections of the three FSIS Field Service Laboratories (FSL), contract, and Agricultural Marketing Service (AMS) Laboratories. Provide evaluation reports. (Ongoing)
  - b. Manage check sample programs for FSIS, contract, AMS, accredited, State, and foreign laboratories. Provide evaluation reports. (Ongoing)

- c. Revise and update the "Chemistry Laboratory Guidebook" and the "Chemistry Quality Assurance Handbook" to reflect new developments in analytical and quality assurance activities. Coordinate distribution of these publications. (Ongoing)
  - d. Provide technical management to FSIS Field Service Laboratories for quality assurance plans for methods used in FSL's, foreign, and other cooperating laboratories. (Ongoing)
  - e. Continue developing chemical method hazard analyses for analytical procedures currently in use or to be introduced in the FSL's. (Ongoing)
  - f. Coordinate a reference repository in the FSL's, for standards and spiked tissues used in analyses. Perform periodic evaluations. (I, II, III, IV)
  - g. Conduct studies with the FSL's to determine the stability of specified analytes in frozen tissue for the quality assurance program. (Ongoing)
  - h. Provide quarterly reports and an annual report of quality assurance activities. (I, II, III, IV)
4. Provide programwide support.
- a. Participate in the planning of the national residue program to assure adequate test methods and quality assurance programs are established. (Ongoing)
  - b. Participate with the Residue Evaluation and Planning Division and Field Service Laboratories Division in reviewing Unidentified Analytical Responses (UARs) to determine the need for additional analytical investigations. (Ongoing)
  - c. Develop project protocols for special studies. (Ongoing)
  - d. Revise and develop policy and procedure statements, and directives related to Chemistry Division activities. (Ongoing)
  - e. Provide technical assistance to Emergency Programs, Compliance, and other Agency divisions as needed. (Ongoing)
  - f. Develop and monitor contracts and agreements to investigate residues, provide analytical services and develop methods. Develop contract proposals pending available funds. (Ongoing)



- g. Provide technical support for the annual publication of the Compound Evaluation and Analytical Capability book. (Ongoing)
- 5. Coordinate activities with other organizations.
  - a. Coordinate FSIS participation with industry, FDA, EPA, and foreign laboratories in the review, collaborative study, and validation of analytical methods. (Ongoing)
  - b. Coordinate analyst qualification studies for analytical methods in the FSL's. (Ongoing)
  - c. Provide technical support for the review and evaluation of foreign laboratory analytical capability. (As required)
  - d. Coordinate data collection and publish results of special studies and analytical methods. Conduct peer reviews of manuscripts submitted for publication. (Ongoing)
  - e. Coordinate field studies of rapid chemistry tests for implant use. (Ongoing)
- 6. Conduct chemistry planning activities for Agency related programs.
  - a. Respond to Agency priorities as a result of the National Academy of Sciences (NAS) report. (Ongoing)
  - b. Establish liaison with agencies that maintain offices of research technology applications. (Ongoing)
  - c. Review and assess new analytical and technological developments related to residue and food chemistry analyses. (Ongoing)
  - d. In cooperation with FDA/CVM, identify drug residue methodology needs and establish priorities for methods development activities. Coordinate these activities with the Science Advisory Team. (Ongoing)
  - e. Review the agency needs and identify areas where modified reporting systems will be effective. (Ongoing)

TABLE 24 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
CHEMISTRY DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Method Development Coordination		6	464
a. Robotics	IV		
b. Mass Spectrometry	Ongoing		
c. Food Chemistry tests	Ongoing		
d. Method Improvements	Ongoing		
e. Analytical Procedures	Ongoing		
f. Residue Screens	Ongoing		
Objective 2 - Laboratory Accreditation		3	175
a. Docket Implementation	IV		
b. Preaccredited Reviews	Ongoing		
c. Accredited Laboratory Reports	Ongoing		
d. Operations Manual	Ongoing		
e. Accredited Laboratory Directory	Ongoing		
f. LSO Training	Ongoing		
g. Accredited Laboratory Performance	I, II, III, IV		
Objective 3 - Quality Assurance (QA)		3	175
a. Laboratory Reviews	Ongoing		
b. Check Samples Program	Ongoing		
c. Laboratory Guidebook and Handbook	Ongoing		
d. QA Plans	Ongoing		
e. Method Hazard Analyses	Ongoing		
f. Reference Repository Coordination	I, II, III, IV		
g. Analyte Stability	Ongoing		
h. Quality Assurance Reports	I, II, III, IV		
Objective 4 - Agency Support	Ongoing	3	175
a. Residue Planning			
b. Unidentified Analytical Response (UAR) Coordination			
c. Special Studies Protocols			
d. Policy and Directives			
e. Technical Assistance			
f. Contracts Coordination/Monitoring			
g. Analytical Capability Book			
Objective 5 - Program Coordination		3	165
a. Methods Validations	Ongoing		
b. Analyst Qualifications	Ongoing		
c. Foreign Analytical Reviews	As Required		
d. Publications	Ongoing		
e. Field Studies	Ongoing		

TABLE 24 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
CHEMISTRY DIVISION, SCI - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 6 - Planning	Ongoing	2	120
a. NAS Report			
b. Technology Liaison			
c. Technology Assessments			
d. FSIS/CVM Coordination			
e. Reporting Systems			
TOTAL		20	1,274

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
FIELD SERVICE LABORATORIES DIVISION, SCI

ACTIVITY LEADER: N. J. Whitney

ACTIVITY ABSTRACT: The Field Service Laboratories Division (FSLD) plans and directs the Agency's analytical services in the disciplines of chemistry, microbiology, entomology, and pathology. These services are provided by the Field Service Laboratories located in Athens, Georgia; St. Louis, Missouri; and Alameda, California. FSLD also acquires analytical support through contracts with non-Federal laboratories.

Approximately 165,000 samples of meat and poultry and related products are analyzed to detect illegal amounts of drug and chemical residues; determine the presence of food additives, nutritional value and economic fraud; identify disease, parasites and related conditions; identify species; and determine the presence of extraneous materials.

The Division provides laboratory support for the domestic accredited laboratory program and the international laboratory quality assurance and laboratory proficiency programs. It responds with emergency and special analytical support in contamination or other crisis situations and for enforcement investigations.

The Division also evaluates new methods to determine feasibility of adaptation as official methods of analysis. FSLD manages and implements a comprehensive inter- and intra-laboratory quality assurance/quality control program in the regulatory laboratory systems of FSIS, State and local governments, private industry and the international community.

- ACTIVITY OBJECTIVES:
1. Continue the Field Service Laboratories' (FSL) analytical program. Manage the non-residue chemistry program carried out by contract laboratories. Conduct laboratory reviews and quality assurance analyses for the accredited laboratory program and countries exporting to the United States.
    - a. Provide continuing analyses of meat and poultry and their products. (Ongoing)
    - b. Conduct analyses and field reviews for the accredited laboratory program and countries exporting to the United States. (As Requested)
    - c. Provide training, consultation, and technical assistance to domestic and foreign nationals. (As Requested)
    - d. Conduct special projects for other FSIS or USDA programs. (As Requested)

2. Provide rapid response analytical services to MPIO, Emergency Programs, CRS, Compliance and the Office of the Inspector General (OIG).
  - a. Analyze routine and unusual sample matrices using routine or forensic techniques. (As Required)
  - b. Develop and modify methods to identify and quantify contaminants that rarely occur in meat, poultry and other matrices. (As Required)
3. Develop, evaluate, and modify analytical methods suitable for the FSIS regulatory program and transfer technology to other laboratories.
  - a. Develop and implement assays for drugs, pesticides, and industrial and environmental contaminants in species and tissues of interest. Provide data and documentation for peer review and evaluation. (As Required)
  - b. Provide analytical support for New Animal Drug Application methods; evaluate methods for rapid tests, extra-label drug use, and food chemistry. (As Required)
  - c. Improve and modify regulatory methods to expand their analytical capability or specie/matrix applicability. (As Required)
4. Manage and implement the analytical segments of FSIS quality assurance (QA) programs.
  - a. Provide check samples and QA analyses for FSIS, contract laboratories, AMS, accredited laboratories, state laboratories with "equal to" status and foreign laboratories. (Ongoing)
  - b. Develop and implement quality assurance (QA) plans for new and existing methods, methods performed in only one laboratory, and methods extended for extralabel use in designated species. (Ongoing)
  - c. Manage the reference standards repository program (including tissues). Procure, maintain, and disseminate standards and fortified tissues. (Ongoing)
5. Maintain and operate the LSFS, an automated laboratory sample information network. Provide data quality assurance/quality control. Assure quality and compatibility of field data for integration into Agency information systems. Provide recurring and ad hoc reports. (Ongoing)

6. Establish contracts with qualified non-Federal laboratories to accomplish the FY 1988-90 food chemistry analytical program.
  - a. Develop Statement-of-Work. (I)
  - b. Advertise for Bids. (II)
  - c. Evaluate bidders' analytical capability. (III)

TABLE 25 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FIELD SERVICE LABORATORIES DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources 1/	
		FTE	Dollars (000)
Objective 1 - FSL Analytical Program		214	12,229
a. Sample Analysis	Ongoing		
b. Accredited Laboratory Program	As Requested		
c. Analytical Training	As Requested		
d. Special Projects	As Requested		
Objective 2 - Rapid Response Analyses	As Required	<u>1/</u>	<u>1/</u>
a. Routine and Forensic Analyses			
b. Rare Contaminants			
Objective 3 - Develop, Evaluate and Modify Analytical Methods	As Required	<u>1/</u>	<u>1/</u>
a. Assays			
b. New, Rapid, Extralabel and Food Chemistry Method Evaluations			
c. Regulatory Methods Modifications			
Objective 4 - Analytical QA programs	Ongoing	<u>1/</u>	<u>1/</u>
a. Check Samples			
b. QA Plans			
c. Reference Standards Repository			
Objective 5 - LSFS Operation	Ongoing	<u>1/</u>	<u>1/</u>
Objective 6 - Food Chemistry Contracts		<u>1/</u>	<u>1/</u>
a. Statement-of-Work	I		
b. Advertisement	II		
c. Evaluate Bidders	III		
TOTAL		214	12,229

1/ Operational costs and years of work to complete all objectives are included in Objective 1.



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
FOOD INGREDIENT ASSESSMENT DIVISION, SCI

ACTIVITY LEADER: D. D. Derr

ACTIVITY ABSTRACT: The Food Ingredient Assessment Division (FIAD) is responsible for providing analytical, consultative, and planning services in the areas of food ingredients, nutrition, and product safety. The impact of the work is both national and international in scope and significance, involving imported and exported, as well as domestic meat and poultry products.

The Division serves as the FSIS information source on nutrition, food science, and product safety related subjects, and as the coordination unit for formulation of FSIS nutrition policy. It also develops technical information and criteria for methods to be used in assay of nutrients.

FIAD conducts food consumption studies and, with other Science divisions, conducts evaluations of exposure and estimates of health and safety impacts of food ingredients, additives, and residues. The Division conducts approximately 11,000 paper evaluations of packaging materials, chemical compounds, and direct and indirect food additives used for foods regulated by FSIS, to determine if they meet established safety requirements.

- ACTIVITY OBJECTIVES:
1. Plan and coordinate projects to sample and assess ingredients, nutrients, and other constituents, either added to or naturally present in meat and poultry products.
    - a. Develop recommendations on the use of existing nutrient/ingredient databases to meet FSIS needs, and on research needed to strengthen those databases. (Ongoing)
    - b. Plan and coordinate the operation of new sampling programs to develop nutrient data for meat and poultry products. These nutrient databases are developed to support Agency activities such as labeling and quality control programs and to identify emerging trends in changes in nutrient content of meat and poultry products. (Ongoing)
  2. Serve as a source of information for the Agency on food science and nutrition-related topics; coordinate nutrition-related activities with other agencies and departments; and provide nutrition evaluations and clearances to FSIS staff.

- a. Coordinate the development of nutrition policy with other Agencies and Departments, by participating on committees to address such issues as public health messages on labels, nutrition claims, and national nutrition education programs. (Ongoing)
  - b. Maintain a computerized database of food irradiation information in cooperation with the National Agricultural Library. (Ongoing)
  - c. Coordinate research projects on nutrition and food science topics with other agencies and departments. (Ongoing)
  - d. Serve on the departmental Dietary Guidance Working Group and provide nutrition evaluations and clearances as needed. (Ongoing)
3. Plan and coordinate health, safety, and exposure assessments of selected components of meat and poultry products and conduct food consumption studies.
- a. Enhance the capability of performing studies for residue evaluation by incorporating new data from the USDA Continuing Survey of Food Intakes by Individuals. (Ongoing)
  - b. Computerize and maintain supplemental food consumption database. (Ongoing)
  - c. Computerize generic formulations for meat and poultry products. (IV)
  - d. Develop recommendations for regulations, bulletins, and other documents to implement Agency standards for food irradiation. (Ongoing)
  - e. Coordinate the development and implementation of food irradiation dosimetry systems. (Ongoing)
  - f. Manage bacon monitoring program for nitrosamines and special cured meat studies involving analysis of nitrosamines. (Ongoing)
4. Develop a database for protein quality values (determined by animal bioassay) of ingredients used in meat and poultry products.
- a. Computerize existing protein quality information database. (IV)

- b. Initiate and coordinate a national symposium with respect to effects of processing methods on protein quality and on new methods and research for protein quality measurement. (IV)
- 5. Provide paper assessments of additives, packaging materials, and nonfood compounds to determine if they meet established safety requirements for use in meat and poultry establishments. Maintain adequate records and initiate actions necessary to publish the "List of Proprietary Substances and Nonfood Compounds."
  - a. Evaluate proprietary additive mixtures, such as branding inks and smoke flavors submitted by industry, within a 4-week turnaround time. (Ongoing)
  - b. Evaluate nonfood compounds submitted by industry within a 6-week turnaround time. (Ongoing)
  - c. Evaluate packaging materials submitted by industry, within a 6-week turnaround time. (Ongoing)
  - d. Operate and maintain the automated system to notify approximately 300 firms per quarter of the requirement to review the list of their authorized compounds and advise FSIS of their status. (Ongoing)
- 6. Develop and disseminate information about additives and nonfood compounds. Develop criteria to formulate Agency policy on the use of these substances in meat and poultry establishments.
  - a. Perform literature reviews on the safety of additives and nonfood compounds to provide documentation for formulating Agency policy. (Ongoing)
  - b. Review the process used to evaluate proprietary direct and indirect additives and nonfood compounds to assess the effectiveness of the present system, develop recommendations for improvement, and implement changes as appropriate. (IV)
  - c. Serve as a source of information about additives and nonfood compounds, as needed. (Ongoing)
- 7. Monitor packaging materials (approximately 600 samples per year).
  - a. Operate and maintain a monitoring system to verify that materials comply with federal laws. (Ongoing)

- b. Assess the effectiveness of the present monitoring system, develop recommendations for improvement, and implement changes as appropriate. (IV)
- 8. Provide toxicological evaluation of food constituents and nonfood compounds to determine the degree of hazard involved in their intended use. This activity is coordinated with FDA and EPA in areas where those agencies also have authority.
  - a. Perform toxicological assessments to support development and implementation of policies and procedures relating to FSIS programs. (Ongoing)
  - b. Computerize and maintain a database of toxicological assessments performed to document conclusions and facilitate retrieval of information. (Ongoing)
- 9. Cooperate with the FSIS Continuing Education Program and other Agency training programs in development of educational material with regard to toxicology.
  - a. Plan and hold local symposia on topics related to food safety. (IV)

TABLE 26 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOOD INGREDIENT ASSESSMENT DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity	Resources
		FTE	Dollars (000)
Objective 1 - Ingredient Sampling and Assessment a. Assess Existing Data b. Develop New Data	Ongoing	2	65
Objective 2 - Nutrition and Food Science Information a. Coordinate Nutrition Policy b. Maintain Irradiation Database c. Coordinate Research Projects d. Review Dietary Guidance Materials	Ongoing	2	65
Objective 3 - Health and Safety Assessments a. Modify the Food Consumption Database b. Computerize Supplemental Database c. Computerize Generic Formulations d. Develop Irradiation Policy e. Coordinate Dosimetry f. Monitor Nitrosamines	Ongoing Ongoing IV Ongoing Ongoing Ongoing	4	166
Objective 4 - Protein Quality (PQ) Benchmarks a. Computerize PQ Database b. Initiate PQ Symposium	IV	1	35
Objective 5 - Chemical Safety Assessments a. Evaluate Proprietary Additives b. Evaluate Nonfood Compounds c. Evaluate Packaging Materials d. Operate Automated Review	Ongoing	18	759
Objective 6 - Additives and Nonfood Compounds Information a. Review Literature b. Assess Evaluation Processes c. Disseminate Information	Ongoing IV Ongoing	2	65
Objective 7 - Packaging Materials Monitoring System a. Verify Guarantees b. Assess System	Ongoing IV	2	65

TABLE 26 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOOD INGREDIENT ASSESSMENT DIVISION, SCI - Continued

Objectives	Completion Schedule (Quarter)	Activity	Resources
		FTE	Dollars (000)
Objective 8 - Toxicological Evaluations	Ongoing	1	35
a. Provide Toxicological Support			
b. Computerize Toxicological Database			
Objective 9 - Toxicological Educational Materials	IV	1	35
a. Conduct Symposia			
TOTAL		33	1,290



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
MATHEMATICS AND STATISTICS DIVISION, SCI

ACTIVITY LEADER: B. Levy

ACTIVITY ABSTRACT: The Mathematics and Statistics Division (MSD) provides statistical, consulting, analytical, and statistical computing services to most major elements of FSIS. It assists in the design of acceptance sampling procedures, statistical quality control procedures and proposal reviews, the formulation and design of scientific experiments, and field trials. It summarizes collected data and indicates the limits of warranted inference from it. Additionally, the Division provides the Science Program with Information Resources Management (IRM), and participates in the reviews and assessment of scientific studies performed outside the Program in support of regulatory actions.

- ACTIVITY OBJECTIVES:
1. Provide routine statistical services to operating elements of FSIS, including experimental design for laboratory methods development, design and evaluation of field trials for inspection methods development, and development of acceptance sampling and monitoring procedures for processed products or imports. (Ongoing)
  2. Provide IRM services to Science. Manage all centrally controlled databases, provide data administration for program information stores, provide guidance to users of central data stores, provide structured systems analysis for proposed applications systems and assist the Science staff with problems in programming and computer communications. (Ongoing)
  3. Complete the Science Data Dictionary. Provide Science with a complete description of all centrally managed databases down to the element level, applications subsystems, and their interrelations. This is to be available interactively to all users of the system. The dictionary is to be dynamically updated by MSD to keep the information current. (III)
  4. Complete the formal implementation of the Science Data Administrator function, managing all Science central databases and provide guidance to Division Data Administrators in managing their information sources in a uniform fashion. (III)
  5. Provide microcomputer administration. Establish procedures and protocols for acquiring, maintaining, and repairing microcomputers and associated hardware and software. (II)



6. Make all centrally controlled information available to a wide range of users in the Agency. If funds are available, new, easily accessed information systems will be established at the laboratories and at headquarters. If not, the current systems will be restructured to provide much of the required use. (IV)
7. Transfer operational subsystems to responsible Science staffs. In particular, sodium monitoring, bacon monitoring and microbiological monitoring will be transferred. (II)
8. Complete development and implementation of a data quality control (QC) program within Science as a special focus of the IRM effort.
  - a. Develop and issue directives concerning data QC. (IV)
  - b. Develop a data quality manual. (IV)
9. Complete development and implementation of a generalized sampling program. This program will take into account the population being described, the sampling frame, data gathering and data flow procedures, nonresponse considerations, estimation procedures, reliability of estimates, and appropriate interpretation of results. (II)
10. Continue documentation and improvement of existing random sampling procedures for Meat and Poultry Inspection Operations (MPIO).
  - a. Finish draft of appendices to the Random Sampling Handbook. (II)
  - b. Assist the Program Training Division in the development of a short course in random sampling procedures for new inspectors. (IV)
  - c. Complete the Random Sampling Handbook. (IV)
11. Provide intensive statistical support to FSIS efforts involved with the modification of inspection procedures to achieve greater efficiencies, effectiveness, and economies (e.g., Discretionary Inspection, Total Quality Control, and foreign plant inspections). (Ongoing)

TABLE 27 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
MATHEMATICS AND STATISTICS DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Statistical Services	Ongoing	7.0	404
Objective 2 - IRM Services	Ongoing	7.0	404
Objective 3 - Science Data Dictionary	III	1.0	50
Objective 4 - Science Data Administrator	III	1.0	50
Objective 5 - Microcomputer Administration	II	0.5	30
Objective 6 - Central Information Availability	IV	1.0	50
Objective 7 - Transfer Operational Subsystems	II	0.5	35
Objective 8 - Data Quality Control	IV	2.0	150
a. Issue Directives			
b. Data Quality Manual			
Objective 9 - Generalized Sampling Program	II	0.5	50
Objective 10 - Random Sampling Procedures		0.5	35
a. Draft Handbook Appendices	II		
b. Short Course Development	IV		
c. Complete Handbook	IV		
Objective 11 - Intensive Statistical Support	Ongoing	<u>1.0</u>	<u>50</u>
TOTAL		22.0	1,308

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
MICROBIOLOGY DIVISION, SCI

ACTIVITY LEADER: R. W. Johnston

ACTIVITY ABSTRACT: The Microbiology Division (MD) is responsible for development of analytical methods for microbiological and biological applications, for planning programs to monitor and survey meat and poultry for microbiological and biological trends, for assurance of accuracy of microbiological and analytical procedures used in FSIS laboratories, and for advising FSIS officials of the significance of laboratory results. Microbiological/biological analyses may be pertinent to assessment of food quality, the detection of public health hazards, insect contamination, and the detection of antibiotic residues in excess of legal tolerances.

The Division develops or selects laboratory methods to improve the capability, capacity, efficiency and effectiveness of FSIS laboratories, and evaluates commercial test kits for potential FSIS applications.

A quality assurance program is conducted to maintain analytical quality in the Microbiology sections of FSIS laboratories. MD participates with other units in FSIS and other agencies in the review of submitted technical information to advise on the accuracy and validity of such information.

The Division conducts a microbiological monitoring and surveillance program for selected meat and poultry products and assesses the trends for sanitation and potential public health hazards.

It also executes special investigations on process or product safety and quality, and conducts microbiological analyses of approximately 10,000 samples of meat and poultry products.

- ACTIVITY OBJECTIVES:
1. Develop analytical methods for the FSIS Science Program and make available to FSLD, other interested laboratories, and field use:
    - a. Establish methodology for the detection and identification of plastic-like material in food products and establish a data base to identify a base line. Plastic materials are common in the packing plant environment in the form of packaging materials and thus there exists the possibility of their entrance into meat products. (IV)
    - b. Evaluate merging technology for detection of Campylobacter in foods including newly commercially obtainable DNA probes. (IV)

- c. Monitor a field trial of commercial application of acetic acid treatments during processing, for purposes of pathogen control. (IV)
  - d. Determine outgrowth and recovery of intracellular Listeria monocytogenes that may be present in muscle meat. Such organisms are likely to be small in number and difficult to isolate unless the meat is frozen for several weeks. (IV)
  - e. Develop an ELISA test for the toxin of Clostridium botulinum, type E. This is a continuation of work already done with types A and B. (IV)
  - f. Complete the two year incidence study of salmonellae in mesenteric and popliteal lymph nodes of red meat animals, primarily cattle. (III)
  - g. Develop/adapt ELISA type test for identifying streptomycin and oxytetracycline residues in tissues and body fluids. Provide to field laboratories. (IV)
  - h. Expand STOP/CAST test for detecting additional antimicrobial residues. Provide to MPI. (IV)
  - i. Conduct a collaborative Association of Official Analytical Chemists (AOAC) study of the immunoassay card test for sulfamethazine residues in pork and for other sulfonamides pending availability. (IV)
2. Evaluate commercial test kits for rapidly identifying microbials, animal species, bacterial toxins, and pathogenic/food poisoning organisms in meat and poultry product. Activity will be dictated by commercial availability of kits and applications perceived as useful for FSIS' purposes.
    - a. Residues. (IV)
    - b. Food microbiology. (IV)
  3. Conduct quality assurance programs in microbiology disciplines with FSLD laboratories.
    - a. Antibiotics. (II, IV)
    - b. Species. (I, II, III, IV)
    - c. Food microbiology. (I, II, III, IV)
    - d. Extraneous materials. (I, II, III, IV)

4. Compile data for existing microbiological monitoring and surveillance programs and report findings/results quarterly.
  - a. Species, import. (Ongoing)
  - b. Species, domestic. (Ongoing)
  - c. Antibiotic monitoring. (Ongoing)
  - d. Extraneous materials, imported beef. (Ongoing)
  - e. Salmonella in cooked beef - national surveillance. (Ongoing)
  - f. Salmonella in cooked beef - national monitoring. (Ongoing)
  - g. National incidence of Salmonella in fresh beef. (Ongoing)
  - h. National incidence of Salmonella in pork. (Ongoing)
  - i. National incidence of Salmonella in fresh turkey. (Ongoing)
  - j. Microbiology of sliced canned ham and luncheon meat. (Ongoing)
  - k. Salmonella incidence in rendered animal protein concentrate. (Ongoing)
5. Initiate and conduct new microbiological monitoring, surveillance, and exploratory programs and provide findings/results quarterly.
  - a. Develop a monitoring/surveillance program to determine the bacterial levels of beef jerky. (IV of FY 1989)
  - b. Develop a monitoring/surveillance program to determine the bacterial levels of meat and poultry before and after irradiation. (IV of FY 1989)
  - c. Develop a monitoring/surveillance program to detect the presence of poultry species in heated meat products having no label declaration of poultry. (IV of FY 1989)

TABLE 28 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
MICROBIOLOGY DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Methods Development		24	1,033
a. Extraneous Plastics	IV		
b. DNA Probe; Campylobacter	IV		
c. Field Trial, Acetic Acid	IV		
d. <u>Listeria monocytogenes</u> Methods	IV		
e. Type E Botulism Detection	IV		
f. Salmonella in Lymph Nodes	III		
g. Immunoassay for Streptomycin	IV		
h. Expand STOP/CAST Methods	IV		
i. AOAC Immunoassay Collaborative	IV		
Objective 2 - Test Kits	IV	2	80
a. Residues			
b. Food Microbiology			
Objective 3 - Quality Assurance Programs		2	80
a. Antibiotics	II, IV		
b. Species	I, II, III, IV		
c. Food Microbiology	I, II, III, IV		
d. Extraneous Materials	I, II, III, IV		
Objective 4 - MMSP Reporting (Existing Programs)	Ongoing	3	200
a. Species (Import)			
b. Species (Domestic)			
c. Antibiotic Monitoring			
d. Extraneous Materials, Imported Beef			
e. Cooked Beef, Surveillance			
f. Cooked Beef, Monitoring			
g. National Incidence, Salmonella/Beef			
h. National Incidence, Salmonella/Pork			
i. National Incidence, Salmonella/Turkey			
j. Microbiology, Sliced Ham			
k. Salmonella/Rendered Protein			
Objective 5 - New MMSP Analytical Programs	IV of FY 1989	13	500
a. Microbiology of Jerky			
b. Irradiation			
c. Poultry Species in Heated Beef			
TOTAL		44	1,893



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI

ACTIVITY LEADER: J. C. Leighty

ACTIVITY ABSTRACT: The Pathology and Epidemiology Division (PED) operates the Meat-borne Hazard Control Center, the Agency reporting point for all meat associated conditions which may be hazardous to the health of humans or food animals. Epidemiological investigations are conducted on reports received from FSIS personnel, local and State health agencies, other Federal agencies and the public with the support of other FSIS units, and with outside scientific consultation, when required. Causes are identified, risk assessments are made and recommendations for prevention of recurrence are prepared.

The Division develops and reviews the pathology service program of the field service laboratories, and provides pathology staff services and educational programs to FSIS.

Serological tests are developed for the detection and control of infectious, toxic and adulterating agents associated with food animals and foods, and studies of these agents are conducted.

Liaison is maintained with State, Federal and international health agencies. Training materials are developed, and approximately 22,000 tests are conducted annually.

- ACTIVITY OBJECTIVES:
1. Conduct studies of selected foods associated with health or economic hazards; conduct epidemiological investigations to evaluate, control, and recommend preventative measures for reported health hazards.
    - a. Design and initiate a statistically valid serological survey of bovine sera to determine the prevalence of *Toxoplasma gondii* in slaughter cattle in the United States. (II)
    - b. Operate a Meatborne Hazard Control Center (MBHCC) for coordinating the reporting, investigation and control of health hazards involving foods. (Ongoing)
    - c. Upgrade MBHCC reporting system and data base for improved information collection, storage, analysis, retrieval and dissemination. (Ongoing)
    - d. Develop and maintain an automated data system to facilitate epidemiologic investigations conducted by the Epidemiology Branch in cooperation with the Residue Planning and Evaluation Division. (Ongoing)



- e. Provide technical and epidemiologic support for the Meat and Poultry Inspection (MPI) Emergency Program Staff. (Ongoing)
  - f. Provide epidemiologic investigatory support for the Contamination Response System (CRS). (Ongoing)
2. Contribute to the development of criteria for the ante-mortem and post-mortem inspection of meat and poultry, food, animals and related products.
    - a. Work with an FSIS committee to re-evaluate and test swine post-mortem and ante-mortem inspection procedures. (Ongoing)
    - b. Work with an FSIS committee to re-evaluate and test cattle post-mortem and ante-mortem inspection procedures. (Ongoing)
    - c. Participate in national meetings to correlate the criteria for ante-mortem and post-mortem inspection of food animals. (Ongoing)
    - d. Develop a reference set of normal tissues of each species of food animals for use of Staff and Field Service Pathology Laboratories. (Ongoing)
  3. Evaluate selected diseases and conditions that affect animals at the time of ante-mortem and post-mortem inspection.
    - a. Establish the frequency and significance of all tumors in bovine, porcine, and ovine food animals. (IV)
    - b. Determine the principal causes for condemnation of market hogs and the relative economic losses caused by each. (IV)
  4. Plan, assist, and evaluate the programs for the Pathology Section of each Field Service Laboratory that provides diagnostic pathology services to field veterinarians.
    - a. Identify technical needs of the laboratories and develop recommendations for changes in methods, reagents, equipment, and facilities to meet needs. (IV)
    - b. Conduct one national pathology meeting for the training of pathologists, the identification of regional ante-mortem and post-mortem inspection problems, and the coordination of laboratory programs. (IV)

- c. Conduct an onsite technical review of each of three field pathology laboratories to identify and assist with problems, and assure that activities are directed toward national program goals. (IV)
- 5. Develop continuing education programs for veterinarians.
  - a. Prepare computer based simulated case studies relative to actual incidents involving meatborne hazards to public health. The data will facilitate development and maintenance of responses for use by Agency personnel and others. (Ongoing)
  - b. Develop and present seminars on epidemiology, its methodology and applications, to Washington area FSIS personnel, and record seminars on video tape for training of field personnel. (Ongoing)
  - c. Prepare a review paper describing current knowledge regarding the epidemiology of bovine cryptosporidiosis. (IV)
  - d. Revise and update the Atlas of Meat Inspection Pathology. (Ongoing)
- 6. Develop serological tests for selected infectious and toxic agents and adulterants, associated with food.
  - a. Direct the activities of contractors who are developing basic testing systems, procedures, or reagents for the performance of selected serological tests. (Ongoing)
  - b. Develop a rapid, on-site immunological testing system for bovine cysticercosis in six phases:
    - Phase I. Evaluated ARS/UC DAVIS antigen and protocol utilizing a manual microtiter system. (FY 1985)
    - Phase II. Adapted procedure to automated microtiter system to enable evaluation of commercial tests. (FY 1985)
    - Phase III. Develop, commercially, a test suitable for use in an abattoir. (II)
    - Phase IV. Evaluate commercial test in comparison with laboratory microtiter test. (III)
    - Phase V. Evaluate commercial test in abattoir. (III)

Phase VI. Validate the cysticercosis commercial and laboratory tests. (IV)

- c. Continue development of a combination toxoplasmosis/trichinellosis enzyme immunoassay, in four phases:

Phase I. Complete development of a working Toxoplasma assay. (FY 1986)

Phase II. Develop a combined antigen procedure of satisfactory sensitivity to both diseases. (I)

Phase III. Initiate an evaluation of the combined antigen procedure on serum bank and field samples. (II)

Phase IV. Validate the assay. (FY 1988)

- d. Provide planning and consultative support to the industry, State and Federal trichinosis control programs. (Ongoing)

- e. Initiate the development of an ion-selective electrode analytical system in three phases:

Phase I. Conduct a literature review, with an analysis of the feasibility of the procedure for use as an Agency tool. (FY 1986)

Phase II. Assemble special equipment and supplies required for assay development. (III)

Phase III. Initiate development of the ion-selective electrode system/procedure. (IV)

- f. Initiate development of a C-reactive protein assay as a possible method for identifying diseased animals at the point of slaughter for more intensive inspection. The assay is to be completed in four phases:

Phase I. Evaluate the potential for the use of a C-reactive protein assay as part of a two-track inspection system. (FY 1986)

Phase II. Determine the availability and suitability of commercial assay systems. (II)

Phase III. Adapt a commercial procedure, if suitable, or develop a procedure. (IV)

Phase IV. Conduct an in-plant trial of the assay. (FY 1988)

7. Conduct a program for certifying and periodically reevaluating private laboratories that certify pork or equine meat to be free of *Trichinella spiralis* by approved testing methods utilizing Field Service Laboratory assistance.
  - a. Evaluate facilities, equipment, personnel, testing procedures, recordkeeping and quality assurance. (Ongoing)
  - b. Evaluate the ability of the laboratory to accurately and consistently analyze samples by initially and periodically providing unidentified samples for analysis. (Ongoing)
  - c. Periodically review facilities, equipment, etc. to assure continuance of satisfactory analytical capability. (Ongoing)

TABLE 29 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Epidemiological Studies and Support		6	250
a. <u>T. gondii</u> in U.S. Cattle	II		
b. Meatborne Hazard Control Center	Ongoing		
c. MBHCC Data Handling	Ongoing		
d. Residue Evaluation	Ongoing		
e. Emergency Programs	Ongoing		
f. Contamination Response System	Ongoing		
Objective 2 - Inspection Criteria	Ongoing	3	150
a. Swine PM Committee			
b. Cattle PM Committee			
c. Correlation AM/PM			
d. Reference Tissue			
Objective 3 - Disease Evaluation	IV	4	200
a. Tumors--Multiple Species			
b. Swine Condemnations			
Objective 4 - Pathology Program	IV	2	100
a. Program Planning			
b. National Meeting			
c. Field Laboratory Reviews			
Objective 5 - Continuing Education		1	50
a. Simulated Case Studies	Ongoing		
b. Epidemiology Seminars	Ongoing		
c. Bovine Cryptosporidiosis	IV		
d. Atlas of Pathology	Ongoing		
Objective 6 - Serological Test Development		6	340
a. Contracts	Ongoing		
b. Cysticercosis EIA	IV		
c. Toxo-Trich EIA	FY 1988		
d. Trichinosis Control	Ongoing		
e. Ion Selective Electrode	IV		
f. C-Reactive Protein	FY 1988		
Objective 7 - Trichina Certification	Ongoing	1	50
a. Site Reviews			
b. Sample Analysis			
c. Periodic Reviews			
TOTAL		23	1,140

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
RESIDUE EVALUATION AND PLANNING DIVISION, SCI

ACTIVITY LEADER: M. K. Cordle

ACTIVITY ABSTRACT: The Residue Evaluation and Planning Division is responsible for developing and coordinating programs to protect the public against livestock and poultry products adulterated with chemical residues, e.g., pesticides, animal drugs, and environmental contaminants. It serves as the FSIS focal point for information and advice on residue related matters.

The Division plans domestic and import residue monitoring, exploratory, and surveillance programs to detect, investigate, and control the presence of residues. It evaluates and disseminates information on residue occurrence and trends, and provides technical support to FSIS inspection operations units in implementing residue programs. This support includes toxicological evaluations and advice regarding management of residue problems.

The Division encourages residue control programs within states and private industries, both on a cooperative or independent basis, and coordinates regulatory, educational and research activities with other federal agencies so that producers are able and willing to market animals and products free of adulterating residues.

REPD provides consultative and technical support to International Programs (IP) in developing policies, programs and agency responses to residue issues. It evaluates data concerning residue control in countries exporting product to the United States, and participates in international activities, e.g., Codex Alimentarius, to harmonize residue regulatory standards and practices for facilitating trade and protecting consumers.

- ACTIVITY OBJECTIVES:
1. Develop and coordinate annual and long range planning of domestic and import residue sampling programs.
    - a. Publish the "Compound Evaluation and Analytical Capability: 1987 Annual Plan" (1987 Residue Blue Book). (I)
    - b. Develop the 1988 Annual Sampling Plan and 1988 Residue Blue Book. (IV)
    - c. Develop a 5-year (1988-1992) Sampling Plan Strategy. (IV)
    - d. Develop protocols for exploratory testing. (IV)



- e. Consult with the Interagency Surveillance Advisory Team on sampling plans and explore with FDA and EPA holding a public meeting to discuss the operation of federal residue programs. (Ongoing)
  - f. Develop and update compound profiles and priority rankings based on hazard and exposure assessment. (Ongoing)
  - g. Develop explicit guidelines for determining monitoring and exploratory sampling design criteria. (IV)
  - h. Monitor information, e.g., Database on Feed Contamination (FEEDCON), relevant to FSIS residue planning. (Ongoing)
2. Coordinate implementation of the sampling plan.
    - a. Manage the scheduling of monthly sample collections; issue collection forms and special instructions as required. (Ongoing)
    - b. Prepare monthly reports on implementation of the sampling plan. (Ongoing)
    - c. Regularly review UAR and UMI findings and violations reports and take appropriate actions. (Ongoing)
    - d. Coordinate the development and management of the violation data reporting system. (Ongoing)
    - e. Coordinate management of the residue sampling programs to assure quality control from collection through reporting. (Ongoing)
  3. Compile, evaluate and report on the occurrence of residues in meat and poultry.
    - a. Publish a 1984 Annual Residue Report. (IV)
    - b. Prepare special reports as required on residue occurrence. (Ongoing)
  4. Provide management and technical support in the development, evaluation and coordination of special residue control programs.
    - a. Assist MPIO in implementing an in-plant swine sulfa testing program, coordinate science support activities, and review program effectiveness. (FY 1988)



- b. Assist MPIO with the management and review of in-plant testing (e.g., CAST/STOP) programs to assure they are conforming with regulation requirements and are meeting their objectives. (Ongoing)
  - c. Coordinate slaughter of animals experimentally treated with pesticides or drugs with EPA and FDA to assure that conditions of experimental protocols which allow slaughter of residue safe product are met. (Ongoing)
- 5. Actively develop and promote livestock and poultry management programs that enhance the probability of animals coming to market in compliance with residue requirements.
  - a. Continue coordination with the Extension Service and others in delivering residue avoidance education to producers and other affected industries. (Ongoing)
  - b. Encourage increased participation of industry in FSIS-verified production control systems to avoid residues and provide technical support to operations in reviewing implementation of existing Memoranda of Understanding (MOUs). (Ongoing)
  - c. Participate in the study of Swine Health Information Management Systems (SHIMS) to reduce the need for drug use, and to correlate the carcass value, quality, inspection costs, and effectiveness of treatment and management regimens. (FY 1988)
  - d. Assist FDA in developing standards of husbandry practice for food animal producers (Good Agricultural Practice). (FY 1988)
- 6. Support FSIS efforts to assure U.S. equivalence of residue programs in foreign countries exporting product to the United States, and acceptance of domestically-produced products abroad.
  - a. Review areas of risk in the residue programs of foreign countries as they are identified from testing data and records from Foreign Program (FP) Officers' reviews. Conduct on-site visits as needed to determine extent of risk, and provide technical support to IP in determining actions needed to assure compliance with U.S. requirements. (Ongoing)
  - b. Assist IP in developing strategies and programs which assure U.S. products will meet residue requirements in international trade, including participation in Codex Alimentarius activities, international symposiums, and special domestic inspection programs for exported products. (Ongoing)

- c. Meet with foreign officials as requested to discuss residue program issues and activities. (Ongoing)
- 7. Provide technical support to the Agency in responding to residue issues, planning residue research activities, and conducting special studies.
  - a. Provide support to Emergency Programs (EP), including participation in the Contamination Response System (CRS). (Ongoing)
  - b. Provide support to MPIO and IP in formulating responses to residue problems. (Ongoing)
  - c. Provide guidance in formulating research plans to meet residue program needs. (Ongoing)
  - d. Conduct special reviews on emerging residue issues and participate in planning and evaluation of special studies. (Ongoing)
- 8. Support FSIS in interagency coordination activities, information systems development and management, and communication with the public.
  - a. Participate in Information Resources Management (IRM) activities and the enhancement of REPD automated data processing capabilities. (Ongoing)
  - b. Carry out assigned responsibility for interagency coordination of Federal regulatory activities concerning residues of pesticides, drugs and environmental contaminants. (Ongoing)
  - c. Participate in interagency committee activities. (Ongoing)
  - d. Assist the Information and Legislative Affairs Staff (ILA) in developing replies to correspondence, congressional inquiries, and legislative proposals, and in preparing speeches, public information releases, and management briefings. (Ongoing)
  - e. Assist the Policy and Program Planning Staff (PP) in the development of Federal Register dockets and FSIS directives concerning residues. Prepare Science Program instructions and directives relating to REPD functions. (Ongoing)

TABLE 30 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESIDUE EVALUATION AND PLANNING DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Residue Operations		5	300
a. 1987 Residue Blue Book	I		
b. 1988 Sampling Plan/Blue Book	IV		
c. Five-year Plan	IV		
d. Protocol Development	IV		
e. Surveillance Advisory Team	Ongoing		
f. Compound Ranking	Ongoing		
g. Sampling Design Guidelines	IV		
h. Information Monitoring	Ongoing		
Objective 2 - Implementation	Ongoing	4	241
a. Monthly Schedules			
b. Implementation Status Reports			
c. Violation Responses			
d. Violator System			
e. Quality Control			
Objective 3 - Evaluation and Reporting		3	145
a. 1984 Residue Report	IV		
b. Special Reports	Ongoing		
Objective 4 - Special Program Activities		2	95
a. Swine Sulfa	FY 1988		
b. CAST/STOP	Ongoing		
c. Experimental Slaughter	Ongoing		
Objective 5 - Residue Avoidance Activities		2	95
a. Educational Activities	Ongoing		
b. Industry/FSIS MOU's	Ongoing		
c. SHIMS	FY 1988		
d. Husbandry Practice Standards	FY 1988		
Objective 6 - International Activities	Ongoing	2	95
a. U.S. Imports			
b. U.S. Exports			
c. Foreign Visitors			
Objective 7 - Technical Support	Ongoing	2	95
a. Emergency Programs - CRS			
b. Field Operations - International Programs			
c. Research guidance			
d. Special Reviews/Risk Evaluation			

TABLE 30 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESIDUE EVALUATION AND PLANNING DIVISION, SCI - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 8 - Management Support	Ongoing	2	100
a. IRM/ADP			
b. Interagency Coordination			
c. Committees			
d. ILA support			
e. Dockets and Directives			
TOTAL		22	1,166



# **Section X**

## **Administrative Management**





FY 1987 PROGRAM AREA PLAN  
FOR ADMINISTRATIVE MANAGEMENT

PROGRAM LEADER: J. A. Powers

PROGRAM ABSTRACT: The Administrative Management Program area is responsible for providing administrative management services to meet FSIS needs. This program area participates with the Administrator in the planning and formulation of policies and programs for the effective direction of FSIS programs, and with other components of FSIS in developing and reviewing policy and procedures relating to FSIS programs. Additionally, Administrative Management provides all organizational segments of FSIS with a variety of administrative management services. These services include budget formulation, presentation and execution; financial analysis; personnel administration and resource management; organizational review, analysis and response; management of material procurement, real and personal property and office services; and labor management relations.

This program area executes cooperative agreements and Master Memoranda of Understanding for all agreements between FSIS and other agencies and all servicing agreements. Also, Administrative Management implements national, Department, and FSIS administrative management policies, program goals, and objectives. Administrative Management also coordinates activities and provides leadership, assistance, guidance, and expertise in the implementation of the Equal Employment Opportunity Program.

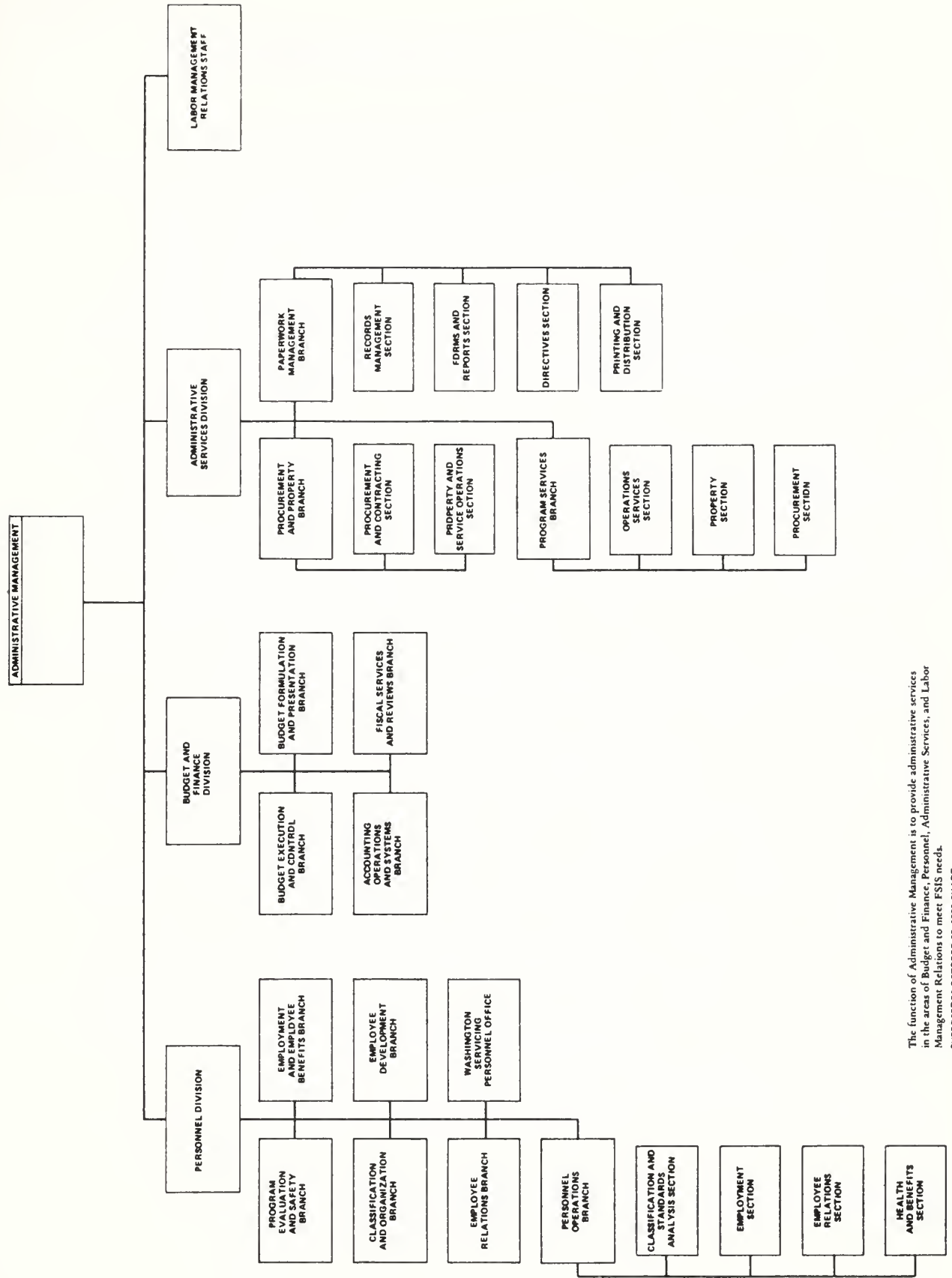
PROGRAM GOALS:

1. Present and justify the Agency's FY 1988 budget and formulation of the FY 1989 budget to the Department, OMB, and Congress.
2. Operate the budget execution for the Agency's financial resources and funds control.
3. Provide accounting systems and procedures for improving FSIS financial management. Increase the economy, efficiency, and effectiveness of Agency accounting-related operations.
4. Procure required equipment, supplies, and services in a timely and cost-efficient manner.
5. Maintain a successful and effective labor management program.
6. Operate an effective personnel management system, including the development and implementation of an aggressive affirmative action plan.

TABLE 31 - ADMINISTRATIVE MANAGEMENT PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Administrator	10	4	604	5
Office of the Deputy Administrator	4	2	216	2
Administrative Services Division	77	30	3,233	28
Budget and Finance Division	44	17	1,715	15
Personnel Division	114	44	5,370	47
Labor Management Relations Staff	7	3	303	3
Central Support	-	-	16,264 <sup>1/</sup>	-
Total Program Area	256	100	27,705	100

<sup>1/</sup> Resources are for Agencywide use; thus, they are not prorated among activities.



The function of Administrative Management is to provide administrative services in the areas of Budget and Finance, Personnel, Administrative Services, and Labor Management Relations to meet FSIS needs.  
SUPERSEDES OCTOBER 26, 1982 CHART.



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
ADMINISTRATIVE SERVICES DIVISION

ACTIVITY LEADER: G. Durst

ACTIVITY ABSTRACT: The Administrative Services Division (ASD) provides a variety of administrative support services to the FSIS program and management divisions. These services include technical assistance in developing specifications and requirements for construction, service, and equipment contracts, and interpretation of the standards for the procurement of materials and supply items. The searching out and awarding of contracts to small and minority contractors receives special emphasis. ASD is also responsible for the Agencywide property management system, and for headquarters-level messenger, supply, and labor support.

ASD formulates plans, policies, and procedures for records and correspondence management, as well as forms and reports management. The establishment and maintenance of an effective directive issuance system for FSIS is another Division responsibility. Additionally, ASD develops plans, policies, and procedures governing the Agency's printing, binding, and distribution systems, and tracks postage costs and other related data to meet postal requirements.

- ACTIVITY OBJECTIVES:
1. Procure required equipment, supplies, and services in a timely and cost effective manner, giving special emphasis to the procurement preference programs.
    - a. Meet the ASD established goals of the procurement preference programs as follows: (IV)
      - 36.0 percent of prime contract dollars to small business
      - 10.0 percent of all procurement to minority owned small business
      - .5 percent of prime contract dollars to small and disadvantaged firms
      - 2.0 percent of all procurement dollars to firms owned by women
      - 2.0 percent of all procurement dollars to geographic areas with high unemployment
    - b. Process all program requests for goods and services in a timely manner compatible with good procurement practices. (IV)
    - c. Continue to automate acquisition systems to provide more efficient procurement and improved management reports. (IV)

2. Maintain an effective personal and real property management control system.
  - a. Continue to maintain the FSIS property systems by updating information as required. Work with the Department and National Finance Center (NFC) to establish an effective relationship to improve the FSIS property systems so that acceptable reports and inventories can be produced. (IV)
  - b. Continue work with the Department to increase the effectiveness of the Centralized Excess Property Operations. This will permit FSIS furniture, office equipment, and communications equipment needs to be satisfied in the most efficient, cost effective manner. (IV)
  - c. Provide effective space management services to Agency personnel at headquarters and in the field. Coordinate ASD activities with the Contamination Response System groups as required. (IV)
  - d. Provide professional energy conservation and safety engineering service to the Science program Laboratories. (IV)
  - e. Continue to implement the Computerized Inventory Bar Coding System throughout the entire Science program and other FSIS programs, as appropriate. (IV)
  - f. Continue to evaluate all FSIS activity space requirements in order to achieve and maintain a space utilization rate of 135 square feet per person. Reclassify space improperly billed under the Federal Building Fund, where appropriate. (IV)
  - g. Provide effective telecommunications service to Agency personnel at headquarters and in the field.
3. Provide effective mail, supply, messenger, and laborer services.
  - a. Improve turn-around time in responding to headquarters and field personnel requests for administrative support. (IV)

- b. Cooperate with the Department in the operation of the central receiving and shipping programs. (IV)
  - c. Continue to implement and seek improvements in postage metered mail system as a cost savings management initiative. (IV)
4. Provide technical guidance, direction, and support to FSIS field activities.
- a. Conduct a minimum of 15 field reviews of administrative support activities to assure compliance with established procedures. (IV)
  - b. Respond to all requests for guidance and direction in administrative matters and, when required, provide onsite assistance. (IV)
  - c. Provide formal on-the-job training in procurement and property management activities for field administrative support personnel. (IV)
5. Maintain an effective and supportive paperwork management system.
- a. Improve Agency mail accountability procedures. Conduct two mail volume surveys to determine postage liability. (IV)
  - b. Conduct four field reviews of paperwork activities to assure compliance with established procedures. (IV)
  - c. Conduct Agencywide records management program in accordance with National Archives and Records Service guidelines. (IV)
  - d. Develop a computerized directives tracking system that would also generate checklists and the annual subject-numeric index. (IV)
  - e. Conduct a minimum of two training workshops in writing and editing Agency directives. (IV)
  - f. Participate with the Department and OMB on the Information Collection Budget man-hour burden on the private sector. (IV)



6. Provide forms design and printing service to meet program needs.
  - a. Provide forms design and analyses to meet Agency needs. (IV)
  - b. Provide printing services to meet Agency needs. (IV)

TABLE 32 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
ADMINISTRATIVE SERVICES DIVISION, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Procure Equipment, Supplies, and Services	IV	9	395
a. Procurement			
b. Process Program Requests			
c. Meat Product Specimen Container Contract			
Objective 2 - Maintain Control System	IV	17	687
a. Control System			
b. Centralized Excess Property Operation			
c. Leased Vehicles			
d. Space Management			
e. Information System			
f. Energy Conservation and Safety Engineering			
g. Inventory Management Bar Coding System			
Objective 3 - Provide Services	IV	15	600
a. Administrative Support			
b. Central Receiving and Shipping Programs			
c. Meter Mail Pilot Test			
Objective 4 - Support to FSIS Field Activities	IV	9	436
a. Field Reviews			
b. Guidance and Assistance			
c. On-the-Job Training			
Objective 5 - Paperwork Management Program	IV	11	465
a. Mail Accountability			
b. Field Reviews			
c. Records Management Program			
d. Directives Tracking System			
e. Editor/Writer Workshops			
f. Information Collection Budget			
Objective 6 - Provide Forms, Design, and Printing	IV	16	650
a. Forms Design and Analysis			
b. Process Printing Requests			
TOTAL		77	3,233

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
BUDGET AND FINANCE DIVISION, AM

ACTIVITY LEADER: W. L. West

ACTIVITY ABSTRACT: The Budget and Finance Division provides financial management services and assistance to FSIS managers in the areas of budget, accounting, fund control, and financial analysis. These services include (1) guiding, directing, and coordinating the formulation, presentation, justification and execution of Agency budgets (2) providing technical assistance and guidance on fiscal practices and initiatives (3) interfacing with the National Finance Center in providing and maintaining the Agency accounting system and (4) conducting a full range of evaluations, reviews and analyses of FSIS financial activities.

- ACTIVITY OBJECTIVES:
1. Present and justify the Agency's FY 1988 budget.
    - a. Present the FY 1988 budget to Department officials, OMB, and Congress. Prepare and submit required budget schedules to the Department, OMB, and Congress in the form of the President's Budget. Coordinate the development of two Opening Statements and the presentation of the FY 1988 budget to Congress. (II)
    - b. Justify the FY 1988 budget to the Department, OMB, and Congress. Review and implement the Department and OMB marks, prepare briefings on the impact of these marks, and when necessary, prepare data for appeal of the allowances. Prepare briefing materials to prepare witnesses for congressional hearings. Coordinate the editing of congressional transcripts and assist in developing answers to congressional questions for the hearing record. (III)
  2. Formulate the FY 1989 budget estimates.
    - a. Agency estimates. Issue call for program estimates to program and administrative managers. Request that program units develop, propose, and submit major budget initiatives for FY 1989. Receive estimates from the program and administrative staffs and review budgetary needs for FY 1989. Prepare materials to allow review and evaluation of changes. Coordinate Agency plans for FY 1989 and prepare legislative and program alternatives for presentation to the Assistant Secretary.

Prepare supporting material for submission through the Assistant Secretary to the Department in early July. Prepare visuals with supporting material for formal presentation of the budget before the Departmental Review Board. (II)

- b. Department estimates. Prepare material supporting the Agency estimates for review by Department budget and administrative officers. Revise Agency estimates to conform with the Department mark. Prepare additional materials for submission of the FSIS budget to OMB. (IV)
3. Operate budget execution for the Agency's financial and personnel resources and improve the fund control system.
- a. Develop target allowances for each organization based on anticipated availability. Issue call for operating plans from program and administrative managers. Receive and review operating plan submissions for the program and administrative staffs. Develop and implement overall Agency resource operating plans. Assist in the development, review, and implementation of annual operating plans for Agency suborganizations. Make recommendations for revising and assist in implementing revisions to financial operating plans. (I)
  - b. Control the Agency budget. Report overall use of planned funds to the Department by means of Agency apportionment schedules, as required. Prepare and issue allotment schedules, target allocations, and staff-year and/or travel ceilings, as required, for internal Agency resource control. Monitor use of resources for purposes specifically restricted by Appropriation Act language. (II)
  - c. Prepare the primary indepth status of funds analysis of utilization relative to total availability and operating plans for the following organizational components: Administrative Management (including Central Support) Science, Technical Services, Review and Evaluation, and International Programs. Prepare and present periodic status reports to Agency managers. (Ongoing)
  - d. Monitor and keep Agency management informed of status of funds authorization and utilization relative to total Agency availability and operating plans. Prepare and present periodic reports to the Administrator,

Associate Administrator, Deputy Administrators, and other Agency managers on the status of funds authorization and utilization. (As Scheduled)

- e. Prepare budget schedules and supporting data and documentation for Agency budget request. (I)
  - f. Analyze and evaluate the form and content of the monthly, quarterly, and end-of-year external reports generated from the accounting system operated for the Agency by the National Finance Center, and make recommendations, as needed, for new or revised reports of summaries, which will improve and enhance budget execution and control functions. (Ongoing)
  - g. Initiate periodic analyses and reviews, as needed, to determine trends in resource utilization (e.g., Agency use of other than full-time permanent positions, details, change of station, overtime, etc.). (Ongoing)
4. Provide technical assistance and guidance on interpretations of laws, regulations, decisions, policies, and on fiscal matters and initiatives.
- a. Provide assistance on both domestic and foreign travel matters, perform liaison functions with the Foreign Agricultural Service, and provide support for travel management initiatives such as the travel agency and charge card programs. (Ongoing)
  - b. Review tort and civilian employees' claims for validity and sufficiency of documentation before transmittal to the Office of the General Counsel for settlement determination. (Ongoing)
  - c. Process requests for waivers of overpayment of pay. (Ongoing)
  - d. Perform cash verifications and audits of the Agency's imprest fund activities. (Ongoing)

- e. Issue fiscal directives and notices to provide for new and/or revised policies and procedures. Provide technical consultation and guidance to program officials on financial policies and procedures. (Ongoing)
5. Interface with the Centralized Accounting System (CAS), National Finance Center (NFC), by serving as focal point for the receipt and processing of all miscellaneous payment and collection functions not performed by NFC.
- a. Perform voucher examination functions and certify miscellaneous invoices for payment and collections for deposit through NFC. Prepare and/or verify Miscellaneous Payment System Voucher Adjustments (AD-757) and Transfer and Adjustments Vouchers (AD-742) for all program offices except MPIO regional offices, then forward them to NFC for input into the CAS. (Ongoing)
  - b. Update the centralized accounting system at the end of each accounting period with estimates of all miscellaneous unpaid accrued obligations. (Ongoing)
  - c. Administer the Letter of Credit program of electronic fund transfers through the Treasury Financial Communications System for financing the Federal share of States' costs under the Meat and Poultry Inspection cooperative program. (Ongoing)
  - d. Analyze internal and external accounting reports for reasonableness and resolve accounting problems through NFC. (Ongoing)
6. Provide accounting system and procedures for FSIS Financial Management. Increase the economy, efficiency, and effectiveness of Agency accounting related operations.
- a. Maintain the Agency's accounting system. Conduct periodic site visits to the National Finance Center to perform a preliminary review of the accounting reports. Work with NFC staff in resolving problems with the accounting system and report on status of such problems to Agency management. (Ongoing)
  - b. Develop specifications for financial systems within the parameters of the Centralized Accounting and related feeder subsystems at NFC. Coordinate implementation and modifications with the appropriate program office and with NFC. (Ongoing)
  - c. Prepare and issue directives and notices to provide for new and/or revised accounting systems and operations. (Ongoing)



7. Support FSIS financial management through the conduct of evaluations, field reviews, negotiations of indirect cost rates, resolution of fiscal audit exceptions, participation in Department and Governmentwide financial initiatives, and performance of special projects.
  - a. Coordinate Agency compliance with the requirements of the Federal Managers' Financial Integrity Act of 1982. Identify management control deficiencies and recommend corrective actions. (Ongoing)
  - b. Conduct field reviews of State organizations cooperating in the Federal-State Meat and Poultry Inspection Program. (Ongoing)
  - c. Negotiate indirect cost rates with State organizations receiving Federal assistance for which FSIS has been assigned cognizant Agency responsibilities by the USDA Office of Finance and Management. (Ongoing)
  - d. Review, analyze, and resolve fiscal audit exceptions contained in Office of the Inspector General reports, including crosscutting issues when assigned in accordance with Departmental regulations. (Ongoing)
8. Provide miscellaneous other budget and finance services, as follows: costing out legislation, GAO responses, Congressional inquiries, special reports and analyses, and other management initiatives. (Ongoing)



TABLE 33 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
BUDGET AND FINANCE DIVISION, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - FY 1988 Agency Budget		3	117
a. Presentation	II		
b. Justification	III		
Objective 2 - FY 1989 Budget Estimates		2	78
a. Agency Estimates	II		
b. Department Estimates	IV		
Objective 3 - Budget Execution		14	546
a. Financial Plans	I		
b. Funds Control	II		
c. Program Status Reports	Ongoing		
d. Status of Funds Reports	As Scheduled		
e. Budget Schedules	I		
f. Accounting Reports	Ongoing		
g. Determine Trends in Resource Utilization	Ongoing		
Objective 4 - Fiscal Services	Ongoing	5	195
a. Travel Policy			
b. Tort/Civilian Claims			
c. Waivers of Overpayments of Pay			
d. Imprest Fund			
e. Directives and Notices			
Objective 5 - Accounting Operations	Ongoing	3	117
a. Miscellaneous Payments and Collections			
b. Update Central Accounting System			
c. Letter of Credit Cooperative Programs			
d. Internal and External Report Analysis			
Objective 6 - Accounting Systems	Ongoing	9	351
a. NFC Liaison			
b. System Specifications and Implementation			
c. Directives and Notices			

TABLE 33 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
BUDGET AND FINANCE DIVISION, AM - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 7 - Evaluations and Reviews	Ongoing	7	273
a. Internal Control Evaluations			
b. Field Reviews			
c. Indirect Cost Rates			
d. Fiscal Audit Exceptions			
Objective 8 - Miscellaneous	Ongoing	<u>1</u>	<u>38</u>
TOTAL		44	1,715

FY 1987 PROGRAM ACTIVITY PLAN  
FOR THE PERSONNEL DIVISION, AM

ACTIVITY LEADER: B. Bigelow

ACTIVITY ABSTRACT: The Personnel Division provides support to FSIS management officials in achieving effective personnel management as part of their overall management responsibility. Support includes: planning, staff leadership, operation of the personnel management system, and assistance in a variety of areas. These additional areas include: organization, position management, position classification, and pay administration; minority recruitment, recruitment and placement; safety; awards; employee development and training with respect to executive and managerial development, supervisory training, administrative and clerical training and related activities; and employee relations.

- ACTIVITY OBJECTIVES:
1. Plan, coordinate, and direct the Agency Classification, Organization and Position Management, and Pay Administration Program.
    - a. Manage the Agency classification program through the development and maintenance of policies and procedures related to the implementation of new classification standards, the conduct of position maintenance reviews, and the adjudication of classification appeals. (IV)
    - b. Manage the Agency Position Management and Organization Programs through the development and maintenance of policies and procedures related to the administration of the Senior Level Position Management Committee, cyclical review and update of Agency functional statements, and senior level staffing pattern, and the conduct of organizational and position management studies. (IV)
    - c. Develop and maintain policies and procedures and provide assistance to Agency management in the areas of leave administration, hours of work and overtime pay administration of Title 5 and the Fair Labor Standards Act, and the timely processing of garnishment cases. (IV)
  2. Plan and direct the Agency Employment and Employee Benefits Program.
    - a. Manage the Agency staffing, recruitment, and special emphasis programs. (IV)
    - b. Develop and maintain policies and procedures and provide assistance to Agency management in the areas of merit promotion and job evaluation. (IV)

- c. Provide guidance, direction, and assistance on the Senior Executive Service (SES), General Merit (GM), and General Schedule (GS) performance appraisal systems. (IV)
  - d. Coordinate the Agencywide employee benefits programs and administer the security program including the issuance of sensitive position listing and compliance with the National Security Decision Directive #84. (IV)
3. Plan and direct the Agency Employee Development Program.
- a. Conduct special training and development courses including the nationwide Adult Basic Education Program, the Executive Staff Officer Program, the new Managerial and Executive Development Program, the Secretarial Institute, the College Study Program, and Science Management Training. (IV)
  - b. Develop and administer a comprehensive Continuing Education Program. (IV)
  - c. Conduct remote site training through satellite video technology. (IV)
  - d. Develop and conduct onsite computer familiarization training. (IV)
  - e. Research and develop new training programs and conduct extensive evaluation of present and future training needs. (IV)
  - f. Provide service for Senior Executive Service Individual Development Plans (IDP's) and serve as Organizational Development (OD) consultant to the Administrator and his staff. (IV)
  - g. In cooperation with the EEO Staff, will develop a Cultural Awareness videotape program on foreign-born cultures for use in the 21 new training stations in MPI. (IV)
  - h. Develop self-study packages to coincide with the recommendations in the USDA Managerial and Supervisory Training Study. (IV)
  - i. Develop and test media-based self-instructional training packages in managerial and supervisory subject matter areas.

4. Plan and direct the Employee Relations Program.
  - a. Administer the Employee Assistance Program. Under the program, any employee and/or immediate family members whose emotional or behavioral problems or drug or alcohol dependency adversely affect the employee's performance will be afforded the opportunity for counseling. (IV)
  - b. Achieve proper adjustment of employee concerns using, as necessary, arbitration, grievance procedures, and the EEO complaint procedure, among others. The organization in which a complaint occurs provides time for the Administrator's representative (12-staff hours) to attempt resolution before a formal complaint is filed. Hearing costs and settlements are borne by the program (except for the cost of the arbitrator). (IV)
  - c. Successfully maintain employee standards of conduct through a preventive employee relations program restricting conflicts of interest and educating employees and supervisors on standards. Take Agency initiated adverse action to correct and deter misconduct, allowing for opportunity to appeal. (IV)
5. Operate an effective personnel management program in the field and at headquarters.
  - a. Assure proper classification of FSIS positions by administering the Position Maintenance Review Program to include: developing a schedule of field and headquarters organizational segments subject to classification review; conducting thorough desk audits of a representative number of positions in each organizational segment; and preparing a written report to the appropriate management officials detailing findings, recommendations, and required actions. (IV)
  - b. Assure position management principles are being carried out by conducting organizational/position management reviews and by developing a plan for the conduct of organizational reviews. (IV)
  - c. Conduct field and Headquarters recruiting activities including minority recruitment, staffing vacant positions from outside sources, providing direction to recruitment efforts, and evaluation of recruiting efforts. The travel for program recruiters is paid from program funds. (IV)

- d. Maintain an effective staffing program for field and headquarters including processing personnel actions and related documents, providing guidance and direction to program officials on staffing problems, implementing new and revised policies and regulations, and evaluating the staffing program. Travel for any personnel training conducted at the Personnel Operations Branch will be paid for by the program. (IV)
- e. Coordinate recruitment plan to locate and appoint applicants to the food technologist GS-1382 series and staffing programs to permit their effective integration into the FSIS workforce. (IV)
- f. Administer the performance appraisal system including maintaining employee performance files, providing advice and guidance to field managers, assuring evaluations comply with established procedures, and advising program administrators of timeliness problems. (IV)
- g. Administer the merit promotion plan to include providing guidance and direction to field promotion file offices, assuring promotions comply with the Agency merit promotion plan, and responding to inquiries concerning application of merit promotion principles. Travel for promotion review panel members (quarterly) will be borne by the program. (IV)
- h. Administer counseling for retirement, survivor cases, Office of Workers' Compensation Programs (OWCP), health and life insurance, civilian and military deposit, civilian redeposit, and occupational health programs including: providing annuity computations, survivor letters, processing OWCP claims and providing assistance on OWCP cases, computing and processing civilian and military deposits as well as civilian redeposits, entering and retrieving data from the electronic safety reporting system, annually surveying health units covering FSIS employees, conducting the annual Health Benefits Open Season, and distributing annual Length of Service Awards. (IV)
- i. Make effective use of disciplinary and adverse actions as a means of assuring the maintenance of Agency standards of employee conduct by assuring that disciplinary and adverse actions are timely, consistent with Agency and Department standards, and comply with the Office of Personnel Management and Department regulations. (IV)



- j. Provide effective Agency representation at adverse action appeal and arbitration proceedings by assuring compliance with Merit System Protection Board regulations and union contractual requirements in the processing of appeals and arbitrations. (IV)
- 6. Plan and direct a Comprehensive Personnel Management Evaluation (PME), Awards, and Safety and Health Program.
  - a. Conduct a regular cycle of Personnel Management Assistance Reviews and coordinate other PME reviews of FSIS conducted by outside agencies and offices. (IV)
  - b. Maintain the capability for a regular assessment of the status of the personnel management system through a comprehensive planning system integrated with the FSIS Program Plan and the SES, GM, and GS performance appraisal systems. (IV)
  - c. Encourage employee productivity through the Employee Suggestion and Awards Program. (IV)
  - d. Administer the Agency Safety and Health System. (IV)



TABLE 34 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PERSONNEL DIVISION, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Classification, Organization, Position Management and Pay Administration a. Classification b. Position Management and Organization c. Leave and Hours of Work	IV	8.0	445
Objective 2 - Employment and Employee Benefits a. Agencywide Staffing Recruitment b. Merit Promotion and Job Evaluation c. SES, GM, and GS Performance Appraisal Systems d. Employee Benefits and Security Programs	IV	8.5	470
Objective 3 - Employee Development and Safety a. Special Training Programs b. Continuing Education Program c. Remote Site Satellite Training d. Computer Familiarization Training e. New Training Programs f. SES, IDP's, and OD g. Cultural Awareness Videotape h. Self-Study Packages i. Media-Based Training Packages	IV	11.0	964 <u>1</u> /
Objective 4 - Employee Relations a. Employee Assistance b. Arbitrations, Grievances, and EEO Complaints c. Preventive Employee Relations Program	IV	12.5	475
Objective 5 - Operations a. Classification b. Position Management c. Recruiting d. Staffing e. Food Technologist f. Performance Appraisal g. Merit Promotion Administration	IV	67.0	2,608

TABLE 34 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PERSONNEL DIVISION, AM - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
h. Retirement, OWCP, Health and Life Insurance, and Occupational Health Counseling			
i. Disciplinary and Adverse Action			
j. Appeals and Arbitration			
Objective 6 - Program Evaluation and Safety	IV	7.0	408
a. Personnel Management Assistance Reviews			
b. Planning System			
c. Suggestions and Awards			
d. Safety and Health			
TOTAL		114.0	5,370

1/ Includes Central Training Funds

FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
LABOR MANAGEMENT RELATIONS STAFF, AM

ACTIVITY LEADER: C. E. Elam

ACTIVITY ABSTRACT: The Labor Management Relations (LMR) Staff serves as liaison between FSIS management at all levels and the various supervisory and labor organizations representing FSIS employees.

To attain the goal of a viable labor-management relations program, the staff coordinates and maintains an effective communications system within FSIS. This program activity provides a forum for the meaningful exchange of information with employee organizations; participates with the Deputy Administrator in the overall formulation of FSIS labor-management relations policies, and programs; emphasizes Agency policy on labor-management relations; and works with program management to gain complete acceptance and implementation of that policy.

- ACTIVITY OBJECTIVES:
1. Represent the Agency in dealings with employee organizations, such as unions and professional associations, and third parties.
    - a. Assist in the development of the Agency's position and represent the Administrator in the negotiation of the impact on employee working conditions of: (1) Inspection System Work Plan; (2) establishment of the Food Technologist position (1382 series); (3) Streamlined Cattle Inspection System; and (4) reassignment of plant reviews from Circuit Supervisor to the Inspector-In-Charge (IIC). Payment of official time, travel, and per diem for management in these negotiations. (I)
    - b. Preparation with management at all levels for renegotiation of the National Basic Agreement. (IV)
    - c. Fully develop and prepare Agency positions, and represent the Administrator in impasse proceedings before the Federal Service Impasses Panel. (Ongoing)
    - d. Fully prepare and develop the Agency positions, and represent the Administrator in hearings and all verbal communications with the Federal Labor Relations Authority (FLRA) concerning settlement of negotiability disputes. Official time, travel, and per diem of management and union witnesses and representatives involved in each proceeding is a cost borne by the affected program. (Ongoing)
    - e. Schedule, organize, conduct, and represent the Administrator in 18 consultation meetings with the unions and

supervisory organizations and attend and participate in bi-weekly consultation meetings with supervisory organizations. Attend and participate as the Administrator's representative at 16 general meetings sponsored by unions. Representatives of union and supervisory organizations attend consultation meetings on official time, and are authorized travel per diem expenses which are incurred by the affected program. (Ongoing)

- f. Develop and prepare the Agency position, and represent the Administrator in verbal communications with FLRA concerning settlement of unfair labor practices and determination of appropriate bargaining units in FSIS. (Ongoing)
  - g. Investigate facts, develop, and prepare the final Agency responses on all back pay claims filed under the Negotiated Grievance Procedure. (Ongoing)
  - h. Investigate facts, develop, prepare, and present Agency positions in arbitration cases involving contract interpretations and/or Program matters. Official time, travel and per diem of management and union witnesses and representatives involved in each proceeding is a cost borne by the affected program. (Ongoing)
2. Provide advice and staff assistance to managers and supervisors.
- a. Answer inquiries, provide advice, guidance, and contract interpretation to Program managers and supervisors in handling specific LMR problems and policy. (Ongoing)
  - b. Review the content of all final grievance responses under the Negotiated Grievance Procedure for accuracy, appropriateness, consistency, contract interpretation, and potential Program implications. (Ongoing)
  - c. Provide advice, guidance, and assistance, as appropriate, on arbitration cases. Make recommendations to the Administrator before decisions are made on proceeding to arbitration and/or on appealing an arbitrator's award. (Ongoing)
  - d. At the Administrator's direction, either chair or fully participate as a member of any task force or committees that have Agencywide and/or Program-wide implications. Participate as team member in Program Management Assistance Reviews (PMARS). (III)

- e. Formulate, prepare, and instruct six basic LMR and four Advanced LMR training courses for supervisors. Conduct contract interpretation courses for the New National Basic Agreement and conduct other seminars and training as requested, for Agency, Department, the OPM Labor Relations Training Center, and other parties. In addition to the regularly scheduled LMR training, LMRS will offer refresher courses for first-line supervisors (IIC's and multi-IPPS) in supervisor's rights and responsibilities and the new national basic agreement. Official time, travel, and per diem of class participants is a cost borne by the affected program. (Ongoing)
- f. Stay informed on all personnel policies, practices, and matters affecting working conditions of employees. Maintain an in-house library of information, case law, and policy statements from third parties, research and remain current on decisions of the Comptroller General and other sources concerning relevant LMR matters. (Ongoing)

TABLE 35 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
LABOR MANAGEMENT RELATIONS STAFF, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Agency Representation		5	216
a. Agency Position Negotiations	I		
b. Preparation for Renegotiation of NBA	IV		
c. Schedule/Represent/Impasse Proceedings	Ongoing		
d. Negotiability Disputes	Ongoing		
e. Attend Consultations and Union Meetings	Ongoing		
f. Unfair Labor Practices	Ongoing		
g. Back Pay Claims	Ongoing		
h. Arbitration Cases	Ongoing		
Objective 2 - Provide Advice and Assistance		2	87
a. Advice, Guidance/Program Managers, Supervisors	Ongoing		
b. Review Grievances	Ongoing		
c. Advice, Guidance/Arbitration	Ongoing		
d. Basic LMR Training, Advanced LMR Training, Conduct Seminars	III		
e. Stay Current, with In-House Library/ Third Parties/Research	Ongoing	—	—
TOTAL		7	303





# **Section XI Equal Opportunity and Civil Rights Staff**



FY 1987 PROGRAM ACTIVITY PLAN FOR THE  
EQUAL OPPORTUNITY AND CIVIL RIGHTS STAFF

PROGRAM LEADER: C. P. Mercado

PROGRAM ABSTRACT: The Equal Opportunity and Civil Rights (EO/CR) Staff is responsible for providing staff support for the administration of the EEO and Civil Rights Programs. The Staff develops policies and procedures, and provides advice to the Administrator and managers on the status and effectiveness of these programs.

The Staff manages the affirmative action planning process, and monitors and evaluates program initiatives to enhance the employment status of minorities and women.

The EO/CR Staff also manages the EEO Counselor Program, Federal Women's Program, and the Hispanic Employment Program; coordinates the conduct of EEO and civil rights training; participates in onsite EEO reviews; and provides technical guidance on EEO matters to employees who perform EEO duties on a collateral basis.

The Staff monitors and evaluates the compliance of civil rights requirements for the States that receive 50 percent funding to administer their inspection program, and coordinates the handling of civil rights complaints.

- PROGRAM GOALS:
1. Implement the operating procedures for administering the Civil Rights Program.
    - a. Meet with State officials to brief on program objectives and procedures. (II)
    - b. Develop evaluation criteria for internal reviews and onsite reviews of the State programs. (II)
    - c. Conduct civil rights training. (III)
    - d. Coordinate the processing of complaints. (Ongoing)
  2. Conduct program monitoring and evaluation.
    - a. Update the Multi-Year Affirmative Action Plans. (I)
    - b. Establish a reporting system to analyze and monitor data on promotions, awards, and disciplinary actions. (I)
    - c. Conduct analysis of personnel actions and recruitment activities and brief management officials. (II)

- d. Determine the adequacy of EEO resources at the regional level. (II)
  - e. Participate in onsite EEO reviews. (IV)
- 3. Promote program support and awareness.
  - a. Conduct activities to enhance the Federal Womens and Hispanic Programs. (Ongoing)
  - b. Conduct EEO training for supervisory and nonsupervisory employees. (Ongoing)
  - c. Participate in supervisory meetings. (Ongoing)
  - d. Coordinate and provide assistance for the conduct of community out-reach activities. (Ongoing)
  - e. Support USDA special observances. (Ongoing)
- 4. Provide technical guidance, assistance, and training to EEO Advisory Committee members.
  - a. Coordinate the establishment of a consolidated headquarters' committee. (I)
  - b. Enroll new members in the Office of Personnel Management (OPM) EEO correspondence course. (Ongoing)
  - c. Participate in committee meetings. (Ongoing)
  - d. Conduct the annual EEO workshop. (III)
- 5. Manage the EEO Counselor Program.
  - a. Provide training to employees selected to perform EEO counselor duties. (Counselors' organizations pay for travel and per diem for training and other counselor costs.) (I)
  - b. Achieve informal resolution of employee complaints through the EEO Counselor Program. (Ongoing)
  - c. Review counselor reports and brief management officials on trends and program effectiveness. (II, IV)
  - d. Update EEO Counselor directive. (II)
  - e. Review formal discrimination investigation reports, review proposed dispositions, monitor the formal process, and advise the Administrator, as appropriate. (Ongoing)

TABLE 36 - EQUAL OPPORTUNITY AND CIVIL RIGHTS STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
EO/CR	9	100	355	100
Total Program Area	9	100	355	100

TABLE 37 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EQUAL OPPORTUNITY AND CIVIL RIGHTS STAFF

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Implement the Civil Rights Program		1.0	55
a. Meet with State Officials	II		
b. Develop Evaluation Criteria	II		
c. Conduct Internal Training	III		
d. Coordinate Complaints	Ongoing		
Objective 2 - Conduct Program Monitoring and Evaluation		3.0	80
a. Update the Affirmative Action Plans	I		
b. Establish Reporting System	I		
c. Conduct Analysis	Ongoing		
d. Evaluate Regional EEO Resources	II		
e. Participate in Onsite Reviews	IV		
Objective 3 - Promote Program Support and Awareness	Ongoing	2.0	90
a. Conduct Federal Womens and Hispanic Programs			
b. Conduct EEO Training			
c. Participate in Supervisory Meetings			
d. Coordinate Community Outreach Activities			
e. Support USDA Observances			
Objective 4 - Provide Guidance to EEO Advisory Committees		1.5	70
a. Coordinate Headquarters' Committee	I		
b. Enroll New Members in OPM EEO Course	Ongoing		
c. Participate in Committee Meetings	Ongoing		
d. Conduct the Annual EEO Workshop	III		
Objective 5			
a. Train EEO Counselors	I	1.5	60
b. Achieve Informal Resolution of Complaints	Ongoing		
c. Monitor and Evaluate Counselor Reports	II, IV		
d. Update Directive	II		
e. Monitor Formal Process	Ongoing		
TOTAL		9.0	355

**Section XII  
Information and  
Legislative Affairs  
Staff**





FY 1987 PROGRAM AREA PLAN FOR THE  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF

PROGRAM LEADER: N. J. Robinson

PROGRAM ABSTRACT: The mission of the Information and Legislative Affairs Staff (ILA) is to effectively communicate with the public, Congress, other government agencies, and internal audiences about FSIS programs and activities.

The ILA Staff is divided into five areas: Information, Public Awareness, Legislative Affairs, Executive Correspondence and Special Assignments, and the Office of the Director. The Staff analyzes Agency programs and develops, selects, and distributes written and audio-visual materials that best communicate information about particular Agency objectives and actions to specific audiences. It also solicits public input. The ILA groups complement one another in carrying out each communication objective.

The Information Office works primarily with Agency program areas in preparing materials about FSIS for distribution to the public. The Office prepares the official Agency employee newsletter, news releases, factsheets, background papers, feature articles, publications, briefing materials, and speeches for key Agency and Department officials, a regularly issued consumer food news magazine and other written assignments. The Office coordinates press conferences and keeps up-to-date on all Agency activities to enable it to answer press inquiries and serve as an information resource for Agency personnel. The Office also provides audio-visual communication services for the Agency and coordinates the planning, production, and evaluation of audio-visual materials. These services include: public service announcements; visuals for publications, budget briefings and conferences; and photographs, photo features and slide series for public and internal audiences.

The Public Awareness Office plans, coordinates, and participates in public information and education campaigns; and represents the Agency at various conferences and meetings. The Office also maintains mailing lists, manages FSIS publication stocks, and distributes Agency publications on request. The Office designs methods for increasing consumer awareness of FSIS actions, and it manages and monitors a system for handling consumer inquiries--the Meat and Poultry Hotline. The results of these activities are incorporated as input into the FSIS decision-making process.

The Legislative Affairs Office plans, develops, and coordinates activities in support of FSIS legislative positions, and it maintains lines of communication about legislative activities

between the Agency and other groups. (These groups include Congress, the public, other government agencies, and interested parties in the private industry sector.) As part of this function, this Office responds to queries from Congress and the public. Furthermore, the Office coordinates the Agency preparation for all Congressional hearings.

The Executive Correspondence and Special Assignments Unit works closely with program area staffs in the Agency to research and draft responses to congressional and public correspondence that relate to the Agency's meat and poultry inspection and the science programs. It also provides writing and editing services to Agency officials.

The Office of the Director is responsible for all administrative functions of the ILA staff, including personnel, budget, planning, supplies and equipment, and special projects.

PROGRAM GOALS/  
OBJECTIVES:

1. Communicate information to the media.
  - a. Publish 75 news releases about Agency activities and major decisions. (IV)
  - b. Prepare 10 radio and TV news stories about the Agency. (IV)
  - c. Answer 700 inquiries from the media. (IV)
  - d. Plan and conduct news conferences and briefings, including preparation of news statements, and other background materials. (Ongoing)
2. Communicate information to the public (general and special interest groups.)
  - a. Plan, produce, and distribute two radio and/or television public service announcements (PSA's) about Agency programs. (IV)
  - b. Write or revise as needed publications, factsheets, and backgrounders about Agency activities. (IV)
  - c. Publish 10 feature and photo feature stories about Agency activities. (IV)
  - d. Publish four issues of Food News for Consumers. (IV)

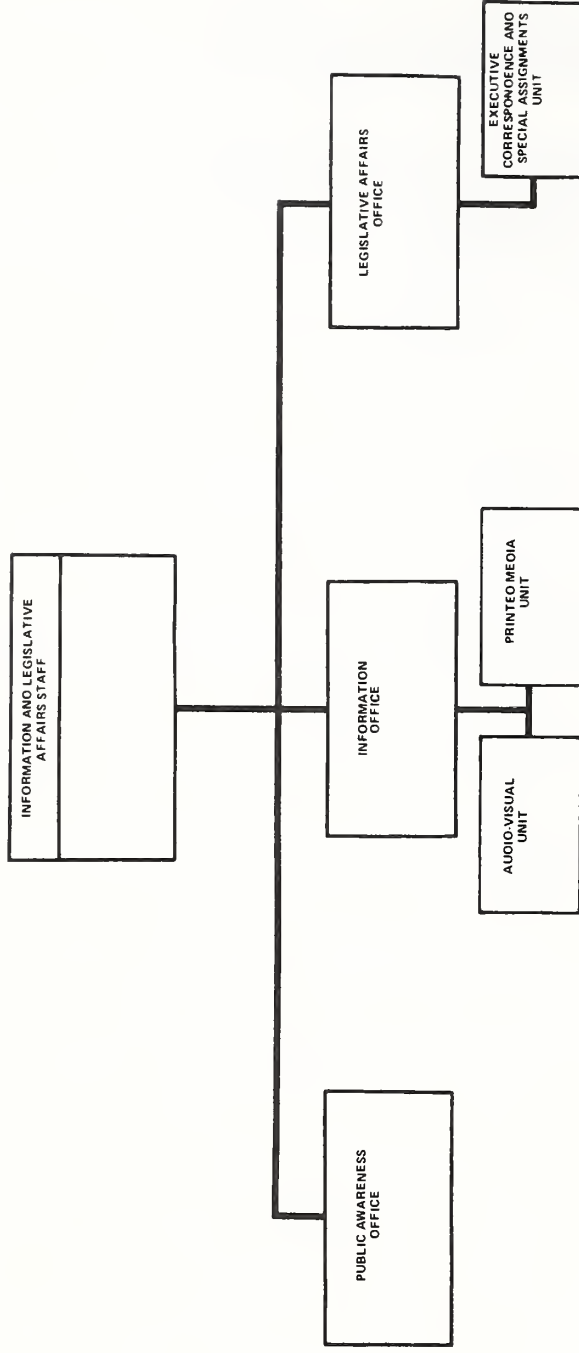
- e. Answer 2,600 letters requesting information about Agency programs and policies. (IV)
  - f. Answer 24,000 phone calls from the public through the Meat and Poultry Hotline and 500 other calls from the public. (IV)
  - g. Distribute approximately 1,000,000 copies of 25 different Agency publications to individuals and special groups, including consumers, industry, supermarkets, educators, etc. (IV)
  - h. Reach various outside groups through attendance at meetings, conferences, conventions, etc. (Ongoing)
  - i. Plan and conduct several special outreach campaigns: sodium, RAP, Hotline, food safety, etc. (IV)
  - j. Plan and produce three slide shows. (IV)
3. Communicate information to Congress and other government agencies.
- a. Prepare, coordinate, and seek Congressional approval of legislative items of interest to the Agency. Prepare and coordinate about 10 reports of Agency views on proposed legislation, and prepare and coordinate testimony and other support materials for Congressional hearings. (IV)
  - b. Respond to approximately 500 Congressional letters. (IV)
  - c. Respond to approximately 500 phone calls and personal inquiries. (IV)
  - d. Plan and conduct Congressional briefings and meetings relating to FSIS activities. (Ongoing)
  - e. Participate in intergovernmental group activities. (Ongoing)
4. Communicate information and provide support services to the Department and the Agency.
- a. Distribute the Daily Summary of the Federal Register, the daily Congressional Record Summary, and the Congressional Journal. (Ongoing)

- b. Prepare and distribute "Newswatch" daily. (Ongoing)
  - c. Coordinate the Publications and Audiovisual Review Committee. (Ongoing)
  - d. Prepare various background materials such as briefing books for key departmental personnel. (Ongoing)
  - e. Develop arts and graphic materials for FSIS initiatives, internal activities, congressional hearings, exhibits and other meetings. (Ongoing)
  - f. Provide photographic services for the Agency. (Ongoing)
  - g. Prepare six issues of the Agency newsletter the FSIS Communicator. (Ongoing)
  - h. Prepare speeches for delivery by top Agency and Department officials. (Ongoing)
5. Increase consumer representation in Agency decisionmaking.
- a. Plan and coordinate consumer education programs, and assure that consumer input and concerns are considered in the development of FSIS policies. (Ongoing)
  - b. Inform Agency officials of consumer concerns directed to the Meat and Poultry Hotline. (Ongoing)
  - c. Participate regularly in the USDA consumer task forces and interagency organizations. (Ongoing)
  - d. Maintain and expand contacts with consumer organizations. (Ongoing)

TABLE 38 - INFORMATION AND LEGISLATIVE AFFAIRS STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	7	15	168	7
Information Office	17	36	957	41
Legislative Affairs Office	5	11	176	8
Public Awareness Office	11	23	840	36
Executive Correspondence and Special Assignments Unit	7	15	199	8
Total Program Area	47	100	2,340	100

FOOD SAFETY AND INSPECTION SERVICE  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF



THE FUNCTION OF THE INFORMATION AND LEGISLATIVE AFFAIRS STAFF IS TO DEVELOP AND DISSEMINATE INFORMATION DESIGNED TO INFORM AND EDUCATE THE PUBLIC OF THE SERVICES PROVIDED BY FSIS AND THE MEANS BY WHICH THE PUBLIC MAY OBTAIN THESE SERVICES. ILA COOPERATES WITH THE DEPARTMENT IN FORMULATING AND IMPLEMENTING AN OVERALL INFORMATION AND PUBLIC EDUCATION PROGRAM ON ISSUES SUCH AS FOOD SAFETY AND LABELING. ILA ALSO ADVISES AND ASSISTS THE ADMINISTRATOR ON ALL MATTERS RELATING TO LEGISLATIVE ISSUES AND CONGRESSIONAL LIAISON. IN ADDITION, ILA WRITES AND COORDINATES AGENCY RESPONSES TO CONGRESSIONAL CORRESPONDENCE AND OTHER INQUIRIES FROM THE PUBLIC. ILA ALSO SERVES AS LIAISON TO THE MEDIA AND PROVIDES LEADERSHIP IN THE PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF WRITTEN, BROADCAST, AND VISUAL MEDIA INFORMATION ACTIVITIES.

SUPERSEDES OCTOBER 25, 1982 CHART.



TABLE 39 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Communicate Information to the Media		7.7	259
a. News Releases	IV		
b. Radio/TV News	IV		
c. Inquiries from Media	IV		
d. News Conferences/Briefings	Ongoing		
Objective 2 - Communicate Information to the Public		19.9	1,187
a. Public Service Announcements	IV		
b. Publications, Factsheets	IV		
c. Features, Photo Features	IV		
d. <u>Food News for Consumers</u>	IV		
e. <u>Letters from Public</u>	IV		
f. Phone calls from Public	IV		
g. Publications Distribution	IV		
h. Meetings, Conventions, etc.	Ongoing		
i. Special Outreach Campaigns	IV		
j. Slide Shows	IV		
Objective 3 - Communicate to Congress and Other Government Agencies		6.6	165
a. Legislative Reports	IV		
b. Letters from Congress	IV		
c. Phone Calls from Congress	IV		
d. Briefings, Meetings	Ongoing		
e. Intergovernmental Work	Ongoing		
Objective 4 - Communicate Information and Provide Support Services to Department/ Agency	Ongoing	8.8	246
a. Prepare Summaries			
b. "Newswatch"			
c. Publications and Audiovisual Review Committee			
d. Background Materials			
e. Arts and Graphics Materials			
f. Photographic Services			
g. Agency Newsletter			
h. Prepare Speeches			

TABLE 39 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 5 - Consumer Representation	Ongoing	4.0	483
a. Assure Consumer Input in Policy Formulation			
b. Manage Meat and Poultry Hotline			
c. USDA Consumer Task Forces			
d. Contacts with Consumer Organizations			
TOTALS		47.0	2,340

# **Section XIII Policy and Planning Staff**



FY 1987 PROGRAM AREA PLAN  
FOR THE POLICY AND PLANNING STAFF

PROGRAM LEADER: J. A. Segal

PROGRAM ABSTRACT: The Policy and Planning Staff (PP) performs a number of staff functions for the Administrator of FSIS and operates some services as an Agencywide activity for all the program areas. These functions are organized into four activities: Emergency Planning Office, Executive Secretariat, Planning Office, and Policy Office.

The Staff functions for the Administrator include the coordination of all FSIS emergency preparedness functions, and the development of policy options for Agency management to consider in the formulation of new policies. In addition, the Staff designs and operates the Agencywide program planning system, and provides staff assistance to the Administrator for food safety statute reforms and Codex Alimentarius. The Staff maintains the FSIS list of pending regulatory actions for public distribution and also an information system to provide the Administrator and Deputy Administrators with status reports on dockets. The Staff also carries out the Agencywide, systematic review of existing regulations and provides a policy context and other staff support for the development of new regulations.

The Staff provides support in the preparation of regulatory impact and flexibility analyses that compare the costs and benefits of proposed regulations and legislation as they relate to industry and consumers.

The Staff operates the Information Processing Center, which provides report preparation services for the Administrator's staff offices and for any program offices that need such aid. In addition, the Policy and Planning Staff administers the FSIS Freedom of Information Act (FOIA) and the Privacy Act actions. During 1986, the Staff responded to about 500 such requests.

PROGRAM GOALS:

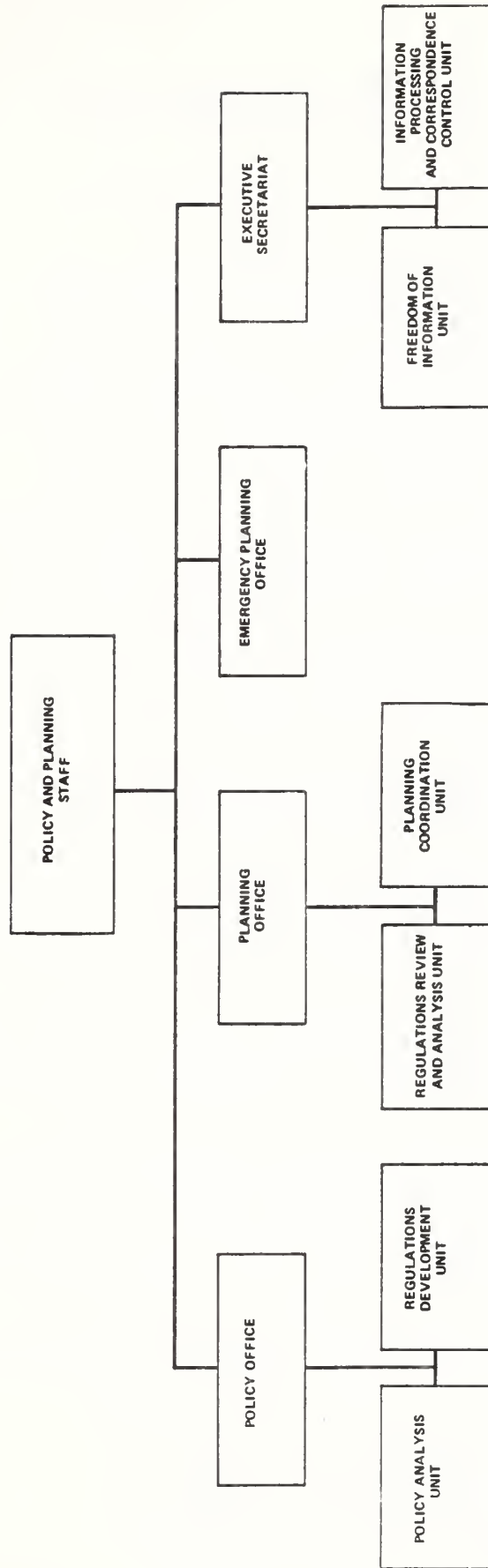
1. Continue developing and implementing the long-range program planning process to complement the annual program planning activities.
2. Meet the Office of Management and Budget requirements for regulatory review and analysis.
3. Increase program baseline data and analyses available to the Agency for making decisions on programs and regulations.

4. Provide leadership and guidance to appropriate activities of the Interagency Group for National Security Emergency Preparedness and to the Federal Radiological Emergency Response Program.
5. Provide support for information processing and expediting the Freedom of Information Act (FOIA) and Privacy Act (PA) requests.
6. Provide support for the U.S. Coordinator and delegates to the Codex Alimentarius Commission, monitor Codex Committee activities, and maintain and distribute Codex documents.
7. Provide educational training opportunities in support of the PP staff.

TABLE 40 - POLICY AND PLANNING STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	5	8	231	10
Emergency Planning Office	8	13	349	14
Executive Secretariat	11	18	269	11
Planning Office	14	23	639	26
Policy Office	23	38	930	39
Total Program Area	61	100	2,418	100

FOOD SAFETY AND INSPECTION SERVICE  
POLICY AND PLANNING STAFF



The functions of the Policy and Planning Staff include development of policy options for Agency management to consider in the formulation of new policies and programs; review of existing regulations and coordinating the review and approval of new regulations; design and operation of the Agency-wide planning and regulation tracking systems; support in the preparation of regulatory impact analyses and cost-benefit comparisons; planning and coordination of the Agency Freedom of Information and Privacy Act functions; coordination of all FSIS emergency preparedness functions; and management of the FSIS Information Processing Center.

SUPERSEDES CHART DATED JULY 1, 1983.





FY 1987 PROGRAM ACTIVITY PLAN  
FOR THE EMERGENCY PLANNING OFFICE, PP

ACTIVITY LEADER: G. E. Bickerton

ACTIVITY ABSTRACT: The mission of the Emergency Planning Office includes planning, developing, and coordinating all FSIS emergency preparedness functions for national security and other types of emergencies and disasters; managing the Federal Radiological Emergency Response Program for USDA; providing assistance to State, county, and local governments on agricultural issues involving radiological emergencies; and actively participating in projects and activities through membership on interdepartmental emergency preparedness committees and working groups.

- ACTIVITY OBJECTIVES:
1. Plan, develop, and coordinate all FSIS emergency preparedness functions for national security and other types of emergencies and disasters.
    - a. Maintain a central system for the issuance and accountability of emergency identification (ID) cards for key FSIS emergency personnel. (Ongoing)
    - b. Maintain the FSIS Emergency Personnel listing and coordinate the updating of the FSIS section of the USDA Emergency Personnel Directory. (Ongoing)
    - c. Serve as FSIS contact for the coordination of assignments for representatives and alternates on the 10 USDA Regional Emergency Staffs and on the 51 State Food and Agriculture Councils. (Ongoing)
    - d. Represent FSIS in two Federal Government tests and/or exercises of emergency procedures and prepare key FSIS managers to effectively execute emergency assignments. (Ongoing)
    - e. Maintain the FSIS Emergency Planning Handbook to assure that it reflects current Federal policy and any recent organizational changes within USDA. (Ongoing)
  2. Manage the Federal Radiological Emergency Response Plan (FRERP) for USDA.
    - a. Maintain the USDA Federal Radiological Emergency Response (RERP) Plan. (Ongoing)
    - b. Continue working with the Department of Health and Human Services, Nuclear Regulatory Commission, Department of Energy, Federal Emergency Management Agency, Environmental Protection Agency, and other Federal agencies.

The purpose is to promote interagency working procedures and agreements for assisting State and local governments in developing and implementing agricultural protective measures and damage assessment and for uniformity and consistency in Federal agency plans and procedures. (Ongoing)

- c. Serve as USDA representative on the Federal Radiological Preparedness Coordinating Committee (FRPCC) which is the policymaking group within the Federal Government for radiological emergencies. Serve on several FRPCC subcommittees, and participate in the planning process for the Federal Field Exercise II. (Ongoing)
  - d. Represent USDA in exercises that test the Department's ability to respond effectively to a major radiological incident. (Ongoing)
  - e. Develop a training program on USDA's emergency responsibilities that can be used to prepare key USDA field personnel to effectively carry out their emergency assignments. (Ongoing)
3. Provide assistance to State and local governments in emergency planning and preparedness for peacetime nuclear emergencies.
- a. Review and analyze 119 new and revised State, County, and local plans; prepare written comments, recommendations, and suggestions that could improve the effectiveness of emergency response activities. (Ongoing)
  - b. Attend 30-35 onsite exercises as Federal evaluators testing the effectiveness of State, County, and local response plans under radiological emergency conditions. (Ongoing)
  - c. Participate in Regional Assistance Committee (RAC) activities in the 10 standard Federal regions; attend policy and planning meetings of the RAC and actively contribute as requested to other interdepartmental emergency planning and preparedness activities. (Ongoing)
  - d. Coordinate the development of a USDA brochure on nuclear accident preparedness for use by the agricultural community. (Ongoing)

4. Participate in national security emergency preparedness activities with the National Security Council and the Federal Emergency Management Agency.
  - a. Serve as USDA coordinator with the Food and Agriculture Working Group and the Barter Working Group. (Ongoing)
  - b. Represent FSIS on four Food and Agriculture subworking groups and several task groups. (Ongoing)
  - c. Provide quarterly reports to the National Security Council concerning accomplishments of the Food and Agriculture Working Group. (Ongoing)

TABLE 41 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EMERGENCY PLANNING OFFICE, PP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - FSIS Policy	Ongoing	1.1	50
a. Emergency ID System			
b. Emergency Personnel Listing			
c. Serve as FSIS Contact			
d. Federal Emergency Exercises			
e. Emergency Planning Handbook			
Objective 2 - FRERP for USDA	Ongoing	1.4	62
a. USDA RERP Plan			
b. Interagency Agreements			
c. FRPCC Subcommittees			
d. Federal Radiological Exercises			
e. Training Emergency Personnel			
Objective 3 - Radiological Emergency Activities in Support of State and Local Governments	Ongoing	4.2	179
a. Review and Analyze Plans			
b. Evaluate Onsite Exercises			
c. RAC Activities			
d. Nuclear Accident Brochure			
Objective 4 - National Security Activities	Ongoing	1.3	58
a. FAWG Coordinator			
b. FAWG Subworking/Tasks Groups			
c. FAWG Quarterly Reports			
TOTAL		8.0	349

FY 1987 PROGRAM ACTIVITY PLAN  
FOR THE EXECUTIVE SECRETARIAT, PP

ACTIVITY LEADER: C. DeRoever

ACTIVITY ABSTRACT: The Executive Secretariat is responsible for administration of the Freedom of Information Act (FOIA) and Privacy Act (PA). This includes developing Agency policy and procedures for complying with the Acts; handling all access requests for Agency records; preparing final Agency decisions; and advising management officials in the field and at headquarters concerning the release of information.

Management of the FSIS Information Processing Center (IPC) is another responsibility of the Executive Secretariat. The IPC provides information processing services to all headquarters staff offices. The Center provides quick revision services on lengthy, high priority documents such as dockets, regulatory impact analyses, speeches, and reports. In addition, the IPC prepares manuals, standard letters, and congressional correspondence.

The Executive Secretariat manages a correspondence tracking system designed to assure that the Administrator and the Deputy Administrators are aware of the status of controlled correspondence handled in Agency program areas. In addition, the Executive Secretariat edits the "Weekly Update" report, which informs top management of current program activities. The office also directs the flow of correspondence within the Office of the Administrator.

Coordination of special projects which cross program lines, including conference support and the assembly, analysis, and presentation of program information are also responsibilities of the Executive Secretariat. The Executive Secretariat is the focal point for all matters pertaining to the National Advisory Committee on Meat and Poultry Inspection.

- ACTIVITY OBJECTIVES:
1. Administer the FOIA and PA.
    - a. Provide timely responses to an estimated 500 requests. (Ongoing)
    - b. Review of Agency Privacy Act records systems for publication in the Federal Register. (Ongoing)

2. Provide high quality, timely information processing services to Agency headquarters staff.
  - a. Produce an estimated five million lines of information during the year. (Ongoing)
  - b. Conduct ongoing training programs that provide both technical and organizational knowledge to IPC operators. (Ongoing)
  - c. Inform Executive Team secretaries of policies and procedures regarding correspondence to be signed by the Secretary. (Ongoing)
  - d. Serve as Agency contact with Department Correspondence Control office. (Ongoing)
3. Operate the tracking system for the Agency.
  - a. Provide weekly reports to the Administrator and Deputy Administrators on the status of correspondence assignments. (Ongoing)
  - b. Provide reports on the status of Departmental correspondence in the Agency. (Ongoing)
4. Provide assistance to the Administrator and Deputy Administrators on recurring and special projects.
  - a. Serve as Agency contact for the National Advisory Committee on Meat and Poultry Inspection (NACMPI). (Ongoing)
  - b. Be responsible for one or two meetings of the National Advisory Committee on Meat and Poultry Inspection. (Ongoing)
  - c. Facilitate the rechartering of the NACMPI and the appointment of new members.
  - d. Coordinate Agency involvement in conferences, arrangements for visitors, and cross program reports, as requested. (Ongoing)



TABLE 42 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EXECUTIVE SECRETARIAT, PP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - FOIA/PA a. Responses	Ongoing	2.2	57
Objective 2 - Information Processing Services a. Client Service b. Training c. Departmental Procedures d. Agency Correspondence Control Office	Ongoing	6.6	136
Objective 3 - Tracking Systems a. Weekly Reports b. Status Report on Departmental Correspondence	Ongoing	.7	38
Objective 4 - Special Projects Assistance a. Agency Contact for NACMPI b. Provide Support for the NACMPI c. Rechartering of NACMPI d. Special Projects Assistance	Ongoing	1.5	38
TOTAL		11.0	269

FY 1987 PROGRAM ACTIVITY PLAN  
FOR THE PLANNING OFFICE, PP

ACTIVITY LEADER: G. E. McEvoy

ACTIVITY ABSTRACT: The Planning Office is responsible for managing and directing the Agency's long-range planning process and the regulations review and analysis process. In managing the long-range planning effort, the Office lends assistance to the: (1) Agency's Executive Team in developing the Strategic Plan; (2) program areas in developing the Multi-Year Plan; and (3) program and activity areas in developing the Annual Operating Plan. In addition, it conducts a mid-year review of Agency progress toward planning objectives.

As part of the regulations analysis effort, the Office develops and carries out comprehensive and systematic reviews and evaluations of FSIS regulations. The Office undertakes the systematic review of the Agency's existing regulations as required by Executive Order (E.O.) 12291 and the Regulatory Flexibility Act (R.F.A.) (PL 96-354), and prepares impact analyses on major and significant new regulations. The Office conducts studies to identify economic, technical, and legal issues that need to be considered in the planning process.

- ACTIVITY OBJECTIVES:
1. Develop discussion/background papers and special studies on planning issues identified in the strategic planning process. (III)
  2. Design, develop, and administer the Agency's strategic planning process.
    - a. Identify long-range Agency program trends, issues, and policy priorities. (I)
    - b. Coordinate establishment of strategic planning goals. (II)
    - c. Publish and distribute the FSIS Strategic Plan FY 1988-92. (II)
    - d. Develop information papers for continuous updating of strategic plan development. (IV)
  3. Design, develop, and implement multi-year planning process for the Agency.
    - a. Initiate and coordinate development of a multi-year plan for implementation of the Agency's strategic planning goals. (I)

- b. Prepare and consolidate the multi-year plan. (II)
  - c. Publish and distribute the FSIS Multi-Year Plan FY 1988-92. (III)
- 4. Develop, implement, and coordinate the Agency's annual program planning process.
  - a. Publish and distribute the FSIS Program Plan: FY 1987. (I)
  - b. Communicate with all program areas to obtain feedback on the FY 1987 Program Plan. (II)
  - c. Initiate and coordinate development of the Agency's FY 1988 Program Plan. (IV)
- 5. Design, develop, and coordinate a process to provide a mid-year review of Agency progress toward planning objectives. (IV)
- 6. Conduct FSIS regulatory reviews.
  - a. Administrative Procedures Regulations: Decision Making and Appeals - 9 CFR 306.5, 335; 9 CFR 381.35, and 381, Subpart W. (Ongoing)
  - b. Processed Products Regulations - 9 CFR 318; 9 CFR 381, Subpart I. (Ongoing)
  - c. Facilities, Equipment, and Sanitation - 9 CFR 307, 308; 9 CFR 381, Subparts G and H. (Ongoing)
  - d. Exports - 9 CFR 322; 9 CFR 381, Subpart S. (Ongoing)
  - e. Imported Products Regulations - 9 CFR 327; 9 CFR 381, Subpart T. (Ongoing)
- 7. Develop regulatory impact analyses for major and significant new regulations pursuant to Executive Order 12291 and the Regulatory Flexibility Act. (Ongoing)
- 8. Conduct studies of commercial type activities that meet the criteria of OMB Circular A-76. (IV)

TABLE 43 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PLANNING OFFICE, PP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objectives 1 - Develop Discussion/Background Papers	III	2.5	114
Objective 2 - Strategic Planning Process		2.0	91
a. Identify Long-Range Program Trends	I		
b. Coordinate Strategic Planning Goals	II		
c. Publish Strategic Plan	II		
d. Develop Information Papers	IV		
Objective 3 - Multi-Year Planning Process		2.0	91
a. Initiate Multi-Year Planning	I		
b. Develop the Multi-Year Plan	II		
c. Publish Multi-Year Plan	III		
Objective 4 - Program Plan		1.0	46
a. Publish FY 1987	I		
b. Feedback FY 1987	II		
c. Develop FY 1988	IV		
Objective 5 - Mid-Year Review	IV	1.0	46
Objective 6 - Conduct FSIS Regulatory Review	Ongoing	3.0	137
a. Administrative Regulations			
b. Processed Products Regulations			
c. Facilities, Equipment, and Sanitation			
d. Exports			
e. Imported Products Regulations			
Objective 7 - Develop Regulatory Impact Analyses	Ongoing	2.0	91
Objective 8 - OMB Circular A-76	IV	<u>.5</u>	<u>23</u>
TOTAL		14.0	639

FY 1987 PROGRAM ACTIVITY PLAN  
FOR THE POLICY OFFICE, PP

ACTIVITY LEADER: L. Lange, Acting

ACTIVITY ABSTRACT: The Policy Office has two organizational units: the Policy Analysis Unit, and the Regulations Development Unit. The Policy Analysis Unit's function is to assure that Agency decisions are based on valid information concerning the need for and consequences of regulatory and legislative actions. The Policy Analysis Unit also provides the Administrator with analytical studies on policy options relating to FSIS programs. In addition, this unit offers in-house consultant service to programs within the Agency.

The Regulations Development Unit's function is to develop and/or assist in the development and publication of new or amended Agency regulations, proposals, and official public notices (dockets). In addition, this unit coordinates the production, review, printing, and distribution of FSIS Meat and Poultry Inspection Program issuances; conducts special studies that assist management and program offices; and maintains the official records for these regulatory actions.

- ACTIVITY OBJECTIVES:
1. Design and carry out special studies in accordance with the FSIS Future Agenda. (Ongoing)
  2. Write discussion papers related to FSIS policy and programs for the Administrator. (Ongoing)
  3. Conduct special studies and provide support to the staff offices.
    - a. Conduct a study of Intensified Regulatory Enforcement Program with Review and Evaluation Staff. (Ongoing)
    - b. Review and evaluate Food Safety Education Program within Information and Legislative Affairs. (IV)
  4. Conduct policy analysis for programs areas.
    - a. Technical Services
      - (1) Assist in the design and conduct of two studies: "Prevention of Metal Contamination in Meat and Poultry Products," and "Trichina Labeling." (Ongoing)
      - (2) Participate in the Sodium Task Force (Ongoing)
    - b. Other Program Areas

- (1) Design and conduct special studies. (Ongoing)
- (2) Provide technical assistance. (Ongoing)
5. Participate in docket development.
  - a. Serve on all docket committees. Provide policy analysis support to docket managers, including preparation of analyses that may be required by E.O. 12291, E.O. 12498, the R. F. A. or other authority. (Ongoing)
  - b. Serve as Agency liaison with the Office of the General Counsel (OGC) with regard to docket-related legal issues. (Ongoing)
  - c. Serve as Agency liaison with OMB with regard to docket clearance. (Ongoing)
  - d. Serve as docket managers, as assigned. (Ongoing)
  - e. Provide information on docket development policies and procedures to Agency offices developing dockets, including directives on the related subject matter. (Ongoing)
  - f. Maintain docket tracking system and public list of dockets-in-process. (Ongoing)
6. Coordinate and review FSIS issuances.
  - a. Provide information on issuance development policies and procedures to Agency offices developing issuances. (Ongoing)
  - b. Review MPIO program area issuances for adequacy and conformity with applicable requirements prior to publication. (Ongoing)
  - c. Chair and provide support to the Issuance Steering Committee coordinating the Agencywide Issuance System Improvement Plan. (Ongoing)
  - d. Maintain issuance system: assure appropriate distribution and issue updated check lists quarterly and the index annually. (Ongoing)
7. Maintain the official FSIS administrative record for all petitions and regulatory actions undertaken by the Agency. (Ongoing)
8. Conduct special projects as assigned. (Ongoing)

TABLE 44 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
POLICY OFFICE, PP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Special Studies to FSIS Future Agenda	Ongoing	1.0	40
Objective 2 - Papers related to FSIS Policy and Programs	Ongoing	1.9	77
Objective 3 - Special Studies to Staff Offices		5.2	210
a. Intensified Regulatory Enforcement Program	Ongoing		
b. Food Safety Education Program	IV		
Objective 4 - Policy Analyses for Programs		2.9	117
a. Technical Services	Ongoing		
(1) Prevention of Metal Contamination and Trichina Labeling			
(2) Sodium Labeling Task Force			
b. Other Programs	Ongoing		
(1) Special Studies			
(2) Technical Assistance			
Objective 5 - Participate in Docket Development	Ongoing	6.0	243
a. Docket Committee			
b. Agency Liaison With OGC			
c. Agency Liaison With OMB			
d. Docket Managers			
e. Docket Developments			
f. Docket Tracking System			
Objective 6 - Coordinate and Review FSIS Issuances	Ongoing	2.8	114
a. Issuance Development			
b. Area Issuances			
c. Issuances Steering Committee			
d. Maintain Issuance System			
Objective 7 - Maintain FSIS Administrative Records	Ongoing	1.0	40
Objective 7 - Conduct Special Projects	Ongoing	<u>2.3</u>	<u>89</u>
TOTAL		23.0	930





# **Section XIV Review and Evaluation Staff**



FY 1987 PROGRAM AREA PLAN FOR THE  
REVIEW AND EVALUATION STAFF

PROGRAM LEADER: C. M. Seymour

PROGRAM ABSTRACT: The Review and Evaluation Staff (R&E) provides an overview of the effectiveness of food safety and inspection programs, and carries out special analyses and evaluations to improve program effectiveness.

R&E provides continuing oversight information of Agency activities through reviews that monitor inspection effectiveness throughout the country. Special project reviews examine specific program issues in depth. The Staff also coordinates FSIS participation in efforts to reduce fraud, waste and mismanagement, and in audit activities of the General Accounting Office and USDA's Office of Inspector General.

Reviews examine the effectiveness of inspection operations. Review results are reported orally to inspectors and supervisory personnel. R&E prepares circuit, area, regional and national summary reports that assess the effectiveness of inspection controls, including both positive and negative observations.

Special projects focus on concerns not readily addressed by the basic circuit review program. These projects provide an indepth assessment of a specific problem area, inspection technique, or other program concern. The special project approach permits collection of comprehensive information about what is and is not working.

In addition, reviews and special inquiries are carried out "on demand" as required during the year. Results are provided to the Administrator and the Senior Staff to help in policy development and planning, and for use in decision making.

PROGRAM GOALS/  
OBJECTIVES:

1. Provide the Administrator with an overview of inspection controls.
  - a. Develop systems, criteria, and procedures for domestic inspection reviews. (Ongoing)
  - b. Develop systems, criteria, and procedures for import inspection reviews. (II)
  - c. Conduct and report onsite monitoring in 1,200 locations in 50 circuits, including followup reviews of 10 circuits. (IV)

- d. Test import inspection methodology in one location. (III)
  - e. Test area review methodology in two areas. (IV)
2. Carry out special analyses and evaluations to improve program effectiveness.
- a. Develop systems, criteria, and procedures to be used in carrying out special analyses and evaluations. (Ongoing)
  - b. Carry out special studies as resources permit and Agency needs develop. The 1987 agenda of priority projects includes: (IV)
    - (1) Control of Condemned Products in Poultry Plants.
    - (2) Survey of Calf Dressing Procedures.
    - (3) Followup Assessment of Import Activities.
    - (4) Followup Assessment of Poultry Pre-op Sanitation Procedures.
    - (5) Study of the New Poultry Streamlined Inspection System.
    - (6) Evaluation of the Residue Emergency Response Program.
    - (7) Survey of FSIS Oversight of Talmadge-Aiken Plants.
    - (8) Development of Specialized Review guides for Data Collection: inplant residue testing, control of inedibles, verification of label claims, packaging material regulations, and microbiological monitoring systems.
    - (9) Study of the New Turkey Inspection System.
    - (10) Study of the New Line Speed Systems.
    - (11) Assessment of Special Monitoring/Control Programs: Protein Fat-Free and Partial Quality Control programs.
    - (12) Review of Compliance of Plants Bidding on School Lunch contracts.

(13) Review of Inspection Control and Supervision on Night Assignments.

(Projects may be combined if efficiency of the review activities will be improved.)

- c. Analyze, summarize, and report special project results and make recommendations. (IV)
3. Assist the Administrator in a program to improve the effectiveness and integrity of program operations.
- a. Provide feedback to FSIS line managers on potential conduct and integrity problems disclosed in basic reviews and special projects. (Ongoing)
  - b. Carry out inquiries, reviews, and interviews, as assigned by the Administrator, in cases requiring independent fact gathering. (Ongoing)
  - c. Coordinate FSIS vulnerability assessment activities. (I)
  - d. Provide oversight of and assistance to intensified regulatory enforcement. (IV)
4. Provide staff support on all audit matters to the FSIS Liaison Officer with the Office of Inspector General and the General Accounting Office.
- a. Coordinate FSIS participation during the performance of audits. (Ongoing)
  - b. Assure that appropriate program officials participate in audit responses. (Ongoing)
  - c. Coordinate final Agency responses to audits involving policy issues on more than one program area. (Ongoing)
  - d. Track Agency progress in meeting commitments made in response to audit recommendations. (Ongoing)

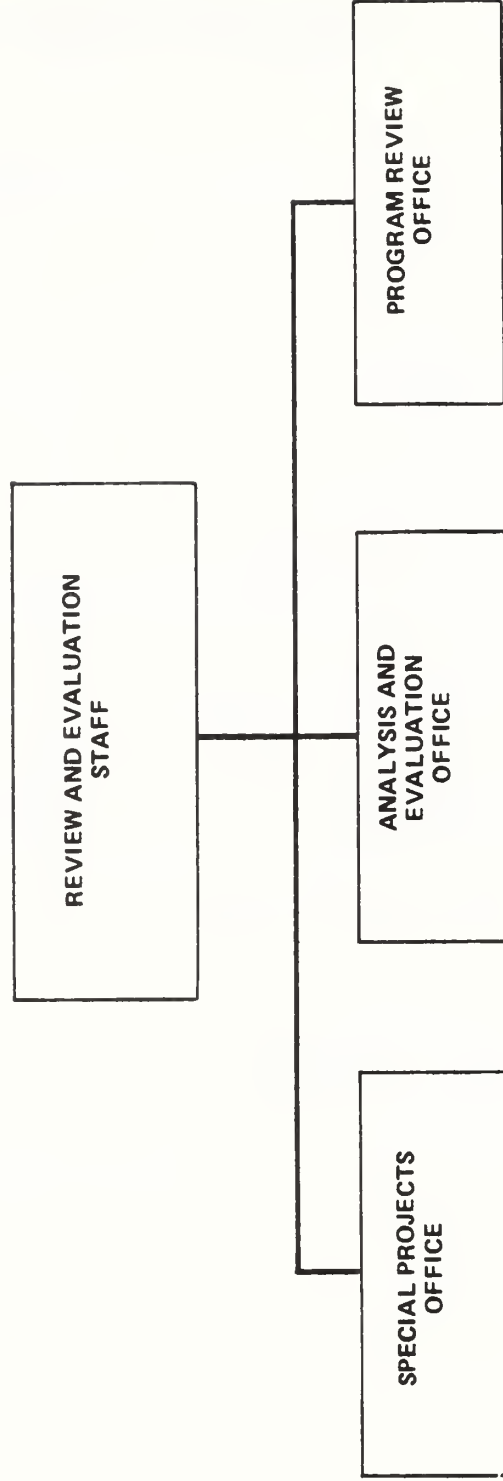
TABLE 45 - REVIEW AND EVALUATION STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1987

Program Activity	FY 1987 Resources			
	FTE		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	5 <sup>1/</sup>	10	238	10
Analysis and Evaluation Office	9	18	429	18
Program Review Office	28	56	1,334	56
Special Projects Office	8	16	381	16
Total Program Area	50	100	2,382	100

<sup>1/</sup> Includes developmental resources for new review activities.



**FOOD SAFETY AND INSPECTION SERVICE  
REVIEW AND EVALUATION STAFF**



The function of the Review and Evaluation Staff is to develop systems, criteria and procedures for conducting evaluations of effectiveness of program operations; conduct systematic on-site monitoring; analyze and make recommendations based on review reports; and provide liaison with the OIG and GAO.

TABLE 46 - FY 1987 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
REVIEW AND EVALUATION STAFF

Objectives	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
Objective 1 - Provide Overview of Inspection Controls		23	1,096
a. Domestic Review Planning	Ongoing		
b. Import Review Planning	II		
c. Results and Reporting	IV		
d. Test Import Methodology	III		
e. Test Area Review Methodology	IV		
Objective 2 - Conduct Special Evaluations			
a. Systems, Criteria, and Procedures	Ongoing	20	953
b. Special Studies	IV		
c. Results and Recommendations	IV		
Objective 3 - Assist Program Effectiveness and Integrity		5	238
a. Feedback for Line Managers	Ongoing		
b. Independent Fact Gathering	Ongoing		
c. FSIS Vulnerability Assessment Activities	I		
d. Oversight of Intensified Regulatory Enforcement	IV		
Objective 4 - Support the FSIS Liaison Officer			
a. Agency Participation in Audits	Ongoing	2	95
b. Agency Participation Audit Responses			
c. Final Agency Responses			
d. Agency Commitments			
TOTAL		50	2,382

APPENDIX A  
FSIS ORGANIZATION STRUCTURE

INTERNATIONAL PROGRAMS

Office of the Deputy Administrator,  
Including Veterinary Attache

Export Coordination Division

Foreign Programs Division

Import Inspection Division

Import Analysis Staff

MEAT AND POULTRY INSPECTION OPERATIONS

Office of The Deputy Administrator

Resource Management and Analysis Staff  
Administrative Support Unit  
Financial Management Unit  
Program Analysis Unit

Office of the Assistant Deputy Administrator,  
Compliance Program:

Evaluation and Enforcement Division  
Case Evaluation Branch  
Planning and Analysis Branch

Field Operations Division

Office of the Assistant Deputy Administrator,  
Regional Operations:

Regional Offices  
Area Offices  
Circuit Supervisors

Emergency Programs Staff

Federal-State Relations Staff

## MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

### Office of the Deputy Administrator

#### Facilities, Equipment and Sanitation Division

- Equipment Standards and Review Branch
- Facilities Standards and Review Branch
- Sanitation Standards and Review Branch

#### Industrial Engineering and Data Management Division

- Industrial Engineering and Ergonomics Branch
- Information Systems and Applications Branch
- Information Systems Planning, Technology, and Standards Branch

#### Processed Products Inspection Division

- Canning Procedures Branch
- Processed Products Inspection Procedures Branch
- Quality Control and Inspection Procedures Evaluation Branch
- Quality Control and Systems Development Branch

#### Program Training Division

- Poultry, Supervision/Management and Special Projects Branch
- Red Meat Slaughter, Science and Processed Food Inspection Branch

#### Slaughter Inspection Standards and Procedures Division

- Branch I
- Branch II

#### Standards and Labeling Division

- Labeling Policy and Approval Branch
- Policy Analysis and Review Branch
- Standards Branch

#### Technology Transfer and Assessment Staff

## SCIENCE

### Office of the Deputy Administrator

#### Chemistry Division

- Program Management Branch
- Planning, Review and Evaluation Branch

#### Field Service Laboratories Division

- Eastern Laboratory
- Midwestern Laboratory
- Western Laboratory

Food Ingredient Assessment Division  
Nutrition Branch  
Product Safety Branch

Mathematics and Statistics Division  
Scientific Information Branch  
Statistical Analysis Branch

Microbiology Division  
Food Microbiology Branch  
Medical Microbiology Branch  
Microbiological Monitoring and  
Surveillance Branch

Pathology and Epidemiology Division  
Epidemiology Branch  
Pathology Branch  
Serology Branch

Residue Evaluation and Planning Division  
Evaluation Branch  
Planning Branch

#### ADMINISTRATIVE MANAGEMENT

Office of the Administrator

Office of the Deputy Administrator

Administrative Services Division  
Paperwork Management Branch  
Procurement and Property Branch  
Program Services Branch

Budget and Finance Division  
Budget Execution and Control Branch  
Budget Formulation and Presentation Branch  
Accounting Operations and Systems Branch  
Fiscal Services and Reviews Branch

Personnel Division  
Classification and Organization Branch  
Employee Development Branch  
Employee Relations Branch  
Employment and Employee Benefits Branch  
Personnel Operations Branch  
Program Evaluation and Safety Branch  
Washington Servicing Personnel Office

Labor Management Relations Staff

EQUAL OPPORTUNITY AND CIVIL RIGHTS STAFF

Office of the Director

Hispanic Employment Program

Federal Women's Program

Upward Mobility Program

INFORMATION AND LEGISLATIVE AFFAIRS STAFF

Office of the Director

Information Office

Audio Visual Unit

Printed Media Unit

Legislative Affairs Office

Executive Correspondence and Special  
Assignments Unit

Public Awareness Office

POLICY AND PLANNING STAFF

Office of the Director

Emergency Planning Office

Executive Secretariat

Freedom of Information Unit

Information Processing and Correspondence  
Control Unit

Planning Office

Planning Coordination Unit

Regulations Review and Analysis Unit

Policy Office

Policy Analysis Unit

Regulations Development Unit

REVIEW AND EVALUATION STAFF

Office of the Director

Analysis and Evaluation Office

Program Review Office

Special Projects Office

## APPENDIX B

### GLOSSARY: ACRONYMS

AAP	Affirmative Action Plan
ADP	Automated Data Processing
AFGE	American Federation of Government Employees
AIIS	Automated Import Information System
AM	Administrative Management
AMI	American Meat Institute
AMS	Agricultural Marketing Service
Am	Ante-mortem
AOAC	Association of Official Analytical Chemists
APHIS	Animal and Plant Health Inspection Service
AQL	Acceptance Quality Level
ARS	Agricultural Research Service
ASD	Administrative Services Division
ASTM	American Society for Testing and Materials
ATSP	Association for Technical and Supervisory Personnel
BACTEC	Bacteria Technique
CAS	Centralized Accounting System
CAST	Calf Antibiotic Sulfa Test
CDWG	Civil Defense Working Group
CFR	Code of Federal Regulations
CHC	Chlorinated Hydrocarbons
CIC	Chemist-in-Charge
CSO	Compliance and Staff Operations
CRS	Contamination Response System
CSRA	Civil Services Reform Act
CuSum	Cumulative Sum Sampling Plan
DBMS	Data Base Management System
DEPNET	Departmental Communications Network
DES	Diethylstilbestrol
DOD	Department of Defense
DOPA	Dihydroxyphenylalanine
EEC	European Economic Community
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EIA	Enzyme Immunoassay
ELISA	Enzyme Linked Immunosorbent Assay
EMPB	Emergency Mobilization Preparedness Board
EP	Exploratory Program
EPA	Environmental Protection Agency
EPO	Emergency Planning Office
E.O.	Executive Order
ERAIE	Establishments Requiring Additional Inspection Effort
ERRC	Eastern Regional Research Center
ERS	Economic Research Service
ES	Extension Service
ESP	Exploratory Surveillance Programs
FAC	Food and Agriculture Council
FAWG	Food and Agriculture Working Group
FBHCC	Foodborne Hazard Control Center



FDA	Food and Drug Administration
FEEDCON	Database on Feed Contamination
FEHBA	Federal Employee Health Benefit Act
FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Program
FESD	Facilities, Equipment, and Sanitation Division
FFDCA	Federal Food, Drug, and Cosmetic Act
FIAD	Food Ingredient Assessment Division
FLRA	Federal Labor Relations Authority
FLRC	Federal Labor Relations Council
FLSA	Fair Labor Standards Act
FMCS	Federal Management and Communications System
FMIA	Federal Meat Inspection Act
FOIA	Freedom of Information Act
FP	Foreign Programs
FRERP	Federal Radiological Emergency Response Plan
FRPCC	Federal Radiological Preparedness Coordinating Committee
FSIP	Federal Service Impasses Panel
FSIS	Food Safety and Inspection Service
FSL	Field Service Laboratories
FTC	Federal Trade Commission
FTE	Full-time Equivalent Staff Years
FWPM	Federal Women's Program Managers
FY	Fiscal Year
GAO	Government Accounting Office
GC/MS	Gas Chromatography/Mass Spectrometry
GLC	Gas Liquid Chromatograph
GM	General Merit
GMP	Good Manufacturing Practice
GPO	Government Printing Office
GS	General Schedule
GSA	General Services Administration
GTA	General Travel Authorization
HEPM	Hispanic Employment Program Managers
ID	Identification
IDP	Individual Development Plans
IEDM	Industrial Engineering and Data Management Division
IIC	Inspector-in-Charge
ILA	Information and Legislative Affairs Staff
ILR	Inspection Location Reports
INADA	Investigation of New Animal Drug Application
IP	International Programs
IPC	Information Processing Center
IPCS	Inspection Position Coverage System
IPPS	In-Plant Performance System
IRE	Intensified Regulatory Enforcement
IRM	Information Resources Management
IRMRB	Information Resources Management Review Board
IS	Impact Statement
ISWP	Inspection System Work Plan

ITA	Institute of Technology Assessment
LAST	Live Animal Swab Test
LMR	Labor Management Relations
LSFS	Laboratory Sample Flow System
LSO	Laboratory Staff Officer
MARCIS	Microbiological and Residue Contamination Information System
MBHCC	Meatborne Hazard Control Center
MCMP	Microbiological Control and Monitoring Program
MD	Microbiology Division
MIC	Microbiologist-in-Charge
ML	Milliliter
MLG	Microbiology Laboratory Guidebook
MMSP	Monitoring and Surveillance Programs
MOSS	Memorandum of Screening and Surveillance
MOU	Memorandum of Understanding
MPI	Meat and Poultry Inspection
MPIO	Meat and Poultry Inspection Operations
MPIP	Meat and Poultry Inspection Program
MPITS	Meat and Poultry Inspection Technical Services
MSD	Mathematics and Statistics Division
MSI	Modified Sequential Inspection
MSRL	Meat Science Research Laboratory
MS(S)	Mechanically Separated (Species)
MTI	Modified Traditional Inspection
MYAAP	Multi-Year Affirmative Action Plan
NACMPI	National Advisory Committee on Meat and Poultry Inspection
NADA	New Animal Drug Application
NAFV	National Association of Federal Veterinarians
NAS	National Academy of Sciences
NASCI	National Agency Security Check Inquiry
NASDA	National Association of State Departments of Agriculture
NELS	New Line Speed
NFC	National Finance Center
NFCS	Nationwide Food Consumption Survey
NFPA	National Food Processors Association
NGP	Negotiated Grievance Procedure
NJC	National Joint Council
NMCA	National Meat Cannery Association
NPR	Net Protein Ratio
NTIP	New Turkey Inspection Procedures
NTIS	New Turkey Inspection Systems
OD	Organizational Development
OGC	Office of General Counsel
OIG	Office of Inspector General
OLMR	Office of Labor Management Relations
OMB	Office of Management and Budget
ORBIT	Overnight Rapid Beef Identification
OPM	Office of Personnel Management
OWCP	Office of Workmen's Compensation Program

PA	Privacy Act
PACE	Professional and Administrative Career Examination
PCP	Planned Compliance Program
PED	Pathology and Epidemiology Division
PER	Protein Efficiency Ratio
PFF	Protein Fat Free
PFT	Personnel Full Time
PI	Plan of Inspection
PM	Post-Mortem
PMAR	Personnel Management Assistance Review
PME	Personnel Management Evaluation
POE	Port of Entry
PP	Policy and Planning Staff
PPIA	Poultry Products Inspection Act
PPID	Processed Products Inspection Division
PPM	Parts Per Million
PQ	Protein Quality
PSA	Public Service Announcements
QA	Quality Assurance
QC	Quality Control
R&E	Review and Evaluation Staff
RAC	Regional Assistance Committee
RAP	Residue Avoidance Program
REPD	Residue Evaluation and Planning Division
REPPRP	Radiological Emergency Planning, Preparedness and Response Program
RERP	Radiological Emergency Response Plan
RES	Residue Evaluation and Surveillance
RFP	Request for Proposal
SCI	Science
SCIS	Streamlined Cattle Inspection System
SEA	Staphylococcal Enterotoxin A
SEB	Staphylococcal Enterotoxin B
SEC	Staphylococcal Enterotoxin C
SED	Staphylococcal Enterotoxin D
SEE	Staphylococcal Enterotoxin E
SES	Senior Executive Service
SHIMS	Swine Health Information Management System
SIS	Streamlined Inspection System
SISPD	Slaughter Inspection Standards and Procedures Division
SLUC	Program Standard Level User Charges
SOW's	Statements of Work
SMZ	Sulfamethazine
SPS	Supervision of Performance System
SSIS	Streamlined Swine Inspection System
SST	Swab Test for Sulfa Drugs
STOP	Swab Test On Premises
SWMPA	Southwestern Meat Packers Association
T&A	Time and Attendance
TASC	Technology Assessment Steering Committee
TERS	Travel Expenditure Reporting System
TLC	Thin Layer Chromatographic

TPS	Team Problem Solving
TQC	Total Quality Control
TRAP	Total Residue Avoidance Program
TS	Technical Services
UARS	Unidentified Analytical Responses
ULP	Unfair Labor Practice
USC	United States Code
USDA	United States Department of Agriculture
VMO	Veterinary Medical Officer
WAMIS	Work force and Assignment Management Information System
WGI	Within-Grade Increase
WSMA	Western States Meat Inspection

## APPENDIX B - Continued

### GLOSSARY: Definitions Of Terms

1. Program Area - The spectrum of organizational activities that are the responsibility of each deputy administrator or staff officer, each of whom reports directly to the Administrator. Program areas comprise the major organizational elements through which Agency activities are accomplished.
2. Program Activity - Generally refers to organizational divisions or staff units within the program area. If a particular group or staff unit is to be highlighted as a significant part of the program area, then it is also considered as a program activity.
3. Program Goal - Major category or broad management control for executing broad aspects of individual missions for each program area.
4. Activity Objective - Specific category of management control for executing broad aspects of assigned goal by each program activity.
5. Activity Plan - Specific management groupings for executing measurable program assignments within an objective.
6. Completion Schedule (Quarter) - Indicates the quarter(s) of the fiscal year in which the objective or accomplishment is planned for completion (I, II, III, or IV). If an objective or accomplishment is not expected to be completed during the fiscal year, it is considered "ongoing." Quarterly reviews should indicate percentage of completion achieved.
7. Activity Resources - Refers to projected levels of:  
a) full-time equivalent (FTE) and b) dollars required to realize the stated objectives and accomplishments. Full-time equivalent staff years refers to estimates of full time and other than full time permanent employment hours worked adjusted to an annual full-time equivalent.









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